



Human Resource Management from an Islamic Perspective

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Article Info

Received: 10/10/2011
Accepted: 21/11/2011
Published online: 15/2/2012

ISSN 2231-8968

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ABSTRACT

This paper is discussed the area of human resource management related to Islam religion principles. This area is very important and it determines key success factors any Islamic organization. As this research is related to Islamic perspective, there should be an acceptable level of knowledge of Islamic Sharia. This study identifies some of Islam religion principles that are related to human resource management. Principles such as Intention (Al-Nya), Al-Amana (Trusteeship), Truthfulness (Sidq) and Shura (consultation) have been discussed. The study found that any organization applies and performs the principles of Islam religion will be on the correct way of success.

1. Introduction

All organizations have humans and they have humans' resources. The success of an organization depends on its human performance and capabilities. Managing people and controlling the human behavior inside an organization is a powerful tool to get the maximum effort of organization's people. It is much difficult to manage people than manage machines and the weaknesses of an organization are much related to the weaknesses of managing human resource. Based on these facts, the terms Human Resource Management (HRM) can be defined as a function within an organization that responsible for recruit, manage, and provide direction for the people who work in the organization. Thus, Human Resource Management is the organizational function that concern with issues related to human such as hiring, training, performance management, compensation, employee motivation, organization development, benefits, communication, administration, wellness and safety.

From the Islamic perspective, Human Resource Management is very important and the implementation of HRM principles started from earlier stage during Islam growing.

Islam is a huge life's school that includes a comprehensive courses and theories which covers all aspects of life. Allah (SWT) has stated that He has perfected Islam to all faithful

" الْيَوْمَ أَكْمَلْتُ لَكُمْ دِينَكُمْ وَأَتَمَمْتُ عَلَيْكُمْ نِعْمَتِي وَرَضِيْتُ لَكُمُ الْإِسْلَامَ دِينًا "

“This day I have perfected for you your religion and completed my favor upon you and have approved for you Islam as religion.(QS Al-Maidah: 3).

Consequently, the management is an integral part of Islamic teaching. Many verses of the holy Quran identify the importance of Human Resource Management and stated the basic principles of the dealings between people. Also, Al-hadith of the holy Prophet showed how to manage people.

According to the nature of life and humans needs, people have been working together and helping each other to meet their different needs and overcome life problems. For this purpose, people need to coordinate their efforts to reach their goals. It can be said that "human resource management is inevitable in any human society, and in all types of organizations and groups. So the cooperation between individuals cannot be achieved without using the principles of management. The Islamic approach provides a comprehensive management concept. The Islamic management thought defined by Ahmed (1995) "the principles and theories that dominated the field of management, which based on the guidance of the Holy Quran and Sunnah" (Aldhyan: 59).From the above, the Islamic theory can be defined as: "a set of perceptions, concepts and ideas, judgments, values and goals associated with the preparation of the Muslim according to Islamic asset."

The Islamic rules system can be defined as "a set of provisions and legislation that prescribed by Islam to organize the efforts of human beings, provide the correct way for people to meet their needs and motivate them to do well, avoid evil and prevent corruption on earth".

The Human Resource Management related to Islamic management theory is characterized by the following points:

- a. Derived from the Quran and the Sunnah.
- b. The theory is inclusiveness.
- c. Based on knowledge, techniques and methods theory.
- d. It's the guide of human behavior and human values.
- e. Depends on the interaction between theory and practice.

Nowadays, the trend for implementing Islamic principles increased and Muslims people trying to get back the glory of the Islamic nation. Many Islamic organizations are now trying to implement the basic principles of Islamic Human Resource Management.

Understanding Human Resource Management from an Islamic perspective is an important need today for Muslims and non-Muslims. Non-Muslims also can benefit from the understanding of Islamic Management because Islam religion came for all humans and Islamic Management principles can be implementing successfully in all communities. Muslims organization are “starting to invest heavily in education and knowledge management, and the results are tangible”. This requires much more efforts towards identifying and understanding the issues of Islamic Human Resource Management.

The Qur'an verses and the traditions of the Prophet are the primary sources of the Islamic thought. In addition, analysis of some Muslim scholars in the Human Resource Management field will be examined. The objective of this research is to find a general understanding in the term of Human Resource Management related to Islamic framework.

2. Study Objectives

This research will discuss the Human Resource Management from an Islamic perspective. The specific objectives are:

- a. To identify the nature of Islamic Human resource Management.
- b. To identify some of the Islamic moral principles those are related to Human Resource Management.
- c. To identify the importance of Islam religion as a guide for any organization.

3. Literature Review

Sadeq (2001) defined Human Resource Management as the ability to show the way and guide the people. Also, it's a collection of actions to control and manage the activities of people inside an organization. In Islam, the Human management is based on number of factors such as Amana, dual responsibility, Shura, Al-Adl (Justice).

Al-Ali defined in his book (the management in Islam) the most important characteristics of the human management which based on Quran as follows:

- a. Effective management.
- b. Management that implement the principles of Shura.
- c. Management that give a priority to humans' needs.
- d. Management with self-observation.

By viewing the significance of human resource management, scholars who are concerned about the success of an organization cannot ignore the potential contribution that human resource management can make in organizations' survival. From the Islamic perspective, the Holy Quran often calls for an equitable and good treatment of all people in the society (Yousef, 2001). Islamic management emphasizes on the principle of justice and equitability when managing people. The terms justice and equitability are existing in all of Islamic human resource management activities. For instance, in hiring of employees, favoritism has usually influenced selection decisions. As Ali (2005) has defined the issue correctly, as the hiring decisions are most difficult tasks in organization. This is related to the fact that when there is a job and there are many people applying for this job, employers who are responsible to make the decision have many of applicants to select from. In order to ensure the selection is fairly happened and equitable treatment is given to all candidates, Islam requires the employers to be pious. Ahmad (1995) mention that employer should perform the main activities of Islamic religion such as prayers, fasting, zakat and other Islamic characteristics like honesty and fidelity to achieve best level of piety. Ahmad (1995) shows that, the people who apply for a job, they have to be eligible

and they have the ability to perform job tasks. Thus, the honesty is very important when applying for a job.

In Islam, employees choosing strategy is based on some principles. First principle is justice. The justice in human management is very important to ensure that everyone in the organization get his rights and stay away from oppression. Ahmad (1995) shows that Islam refuses the any injustice behavior such as “al-Rashwa” which it’s defined as the gift offered to persuade a person to do something. “Al-Rashwa” is a dis-honest behavior. Second principle is that an employee is selected depend on his competency. The people who apply for job is not to be selected based on friendship, blood relationship or kinship, age, wealth, race, or political power. Third principle is honesty. The candidates and the employer should be honest. The applicant should be honest with himself, knowing his ability and he should apply only when he sure that he can perform the tasks of the job. Employers should be honest and inform the truth about the jobs offered to applicants. These include the nature of the job’s tasks, salary and rewards.

Performance appraisal is a formal system of setting standards of the work and record the performance of employees. The rewards and punishment performed depend on the employee record report (Dessler, 2008). The terms of punishment and reward are also mentioned and used by Islamic management system. Allah SWT creates people and put rules for them which depend on the punishment and rewards. Al- Qur’an states (Al-Kahf, Ayah 87):

" قَالَ أَمَا مَنْ ظَلَمَ فَسَوْفَ نُعَذِّبُهُ ثُمَّ يُرَدُّ إِلَىٰ رَبِّهِ فَيُعَذِّبُهُ عَذَابًا نُّكْرًا "

“As for one who wrongs, we will punish him. Then he will be returned to his Lord, and He will punish him with a terrible punishment.”

And

" وَالَّذِينَ آمَنُوا وَعَمِلُوا الصَّالِحَاتِ لَنُبَوِّئَنَّهُم مِّنَ الْجَنَّةِ غُرَفًا تَجْرِي مِن تَحْتِهَا الْأَنْهَارُ
خَالِدِينَ فِيهَا نِعْمَ أَجْرُ الْعَامِلِينَ "

“And those who have believed and done righteous deeds - We will surely assign to them of Paradise [elevated] chambers beneath which rivers flow, wherein they abide eternally. Excellent is the reward of the [righteous] workers”.

Saeed (1997) in his survey “A survey of Management from an Islamic Perspective” showed the issues of the management including human resource management, planning, organizing etc. The survey discussed the management principles from an Islamic Perspective. Saeed (1997) said that modern management theories are failed theories because these theories failed to meet the need of employees. The main principles of the Islamic management theory are directly related to the Islamic values and attitude.

Jackson (1987) mentioned that activities of HRM can be divided into six practices:

a. Planning.

- b. Development.
- c. Compensating.
- d. Safety and health.
- e. Training.
- f. Appraisal.

4. Methodology

This research based on secondary information. The data will be collected from management books, HRM articles, Holy Quran and relevant research studies.

5. Findings and Discussion

Presently, most of the Muslims have weak knowledge about Islam religion itself. This fact effect on the management of organizations and which has hindered the scope for improvement of an Islamic management system. Islam religion is a set of values that put the people on the correct way in this life and help them to have life style. Islam has a great effect on human relationships and organization management. For the believers, Islam religion is very important in their life. Despite of human activities variation which depends on life conditions, the purpose of Muslims' life remains the same which is the belief in the oneness of Allah SWT. Therefore all Muslims' life activities are driven by the following basic facts:

- a. Everything in this life is belong and owned by Allah SWT.
- b. People manage Allah's SWT wealth as trustees of God.
- c. Humans loved by Allah's SWT are those who are most pious, helpful and useful to other creations including humans, animals and the environment.

The following principles are some of the fundamentals upon which human resource management in Islam:

- a. Intention (Al-Nya): human actions are related to their intentions. It can be said that intentions are the mover of people actions. The Prophet Mohammed SAW said: 'Actions are recorded according to intention and a person will be rewarded or punished accordingly'. The effect of this principle in human resource management is that employees should not be punished according to their actions' outcome only, because sometimes their actions' outcome is subjected to external factors that are out of their control.
- b. Al-Amana (Trusteeship): Power, wealth, and knowledge are Amana entrusted to man. Allah (SWT) says in the holy Quran:

" إِنَّ اللَّهَ اشْتَرَى مِنَ الْمُؤْمِنِينَ أَنفُسَهُمْ وَأَمْوَالَهُمْ بِأَنَّ لَهُمُ الْجَنَّةَ يُقَاتِلُونَ فِي سَبِيلِ اللَّهِ فَيَقْتُلُونَ وَيُقْتَلُونَ وَعَدًّا عَلَيْهِ حَقًّا فِي التَّوْرَةِ وَالْإِنْجِيلِ وَالْقُرْآنِ وَمَنْ أَوْفَى بِعَهْدِهِ مِنَ اللَّهِ فَاسْتَبْشِرُوا ببيِعْتُمْ الَّذِي بَايَعْتُمْ بِهِ وَذَلِكَ هُوَ الْفَوْزُ الْعَظِيمُ "

- c. "Indeed, Allah has purchased from the believers their lives and their properties [in exchange] for that they will have Paradise. They fight in the cause of Allah, so they kill and are killed. [It is] a true promise [binding] upon Him in the Torah and the Gospel and the Qur'an. And who is truer to his covenant than Allah? So rejoice in your transaction which you have contracted. And it is that which is the great attainment."(At-Tawba: 111).
- d. Truthfulness (Sidq): In Islam, saying the truth is very important principle. Employers and employees should be honest with each other. This will enhance the activities of the Human Resource management.
- e. Shura (consultation): in Islam's Sharia, the co-operation between the leader and the follower is important. A Muslim leader is required to seek advice and to consult others before making decisions.

" وَالَّذِينَ اسْتَجَابُوا لِرَبِّهِمْ وَأَقَامُوا الصَّلَاةَ وَأَمْرُهُمْ شُورَى بَيْنَهُمْ وَمِمَّا رَزَقْنَاهُمْ
يُنْفِقُونَ "

"And those who have responded to their lord and established prayer and whose affair is [determined by] consultation among themselves, and from what We have provided them, they spend".

In Islamic organizations, managers are expected to seek advice and to consult with their subordinates before making decisions. Finally, all the activities in Islamic HRM are based on the Qur'an and the sayings of Prophet Muhammad (SAW). Islamic scheme is a powerful guide for any organization.

6. Conclusion

In Islam, human resource management as a function is a process of coordinating people activities to a set of basics derived from Quran the Sunnah. Human resource is organizational function that deals with the people and issues related to people such as compensation, hiring, performance management, and training. Therefore, it's important to manage the human resources effectively. Islam religion presents many good and universal values that are often common across belief systems. This paper concludes Islam has the best way of life. Therefore, any organization applies and performs the principles of Islam religion will be on the correct way of success. For further research, it would be meaningful to comparison between Islamic human management resource and western human management resource depending on principles of both sides.

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