

Islamic Human Resource Practices In Enhancing Work Motivation and Organizational Performance

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Abstract: Human resources personnel are essential in every organization. They motivate the employee toward attaining the organizational performance. Every employee in an organization plays an important role in the development of the organization. Therefore, employee's motivation is crucial in delivering their task effectively. Islamic human resource adopts several values which makes it to be different than the other organization.

Key words: Islamic • Human Resource • Motivation • Organizational Performance

INTRODUCTION

In today's developing era of globalization, organizations are competing against each other to sustain and stay in the business. It is very important for every company in not neglecting their employees because the employee plays a significant role in ensuring the development of the organization. More often in the Holy Quran urges that truthfulness and fairness are very important in doing a business and Islam has also taught that wealth distribution should be conducted in an equal manner among those who are involved [1,2].

Human resource specialists are responsible in selecting, screening and placing the right employee. It is very important to choose the right employee because they are the important assets in an organization. Human resource function varies in different organization because it is linked to the goals of an organization. Generally, during the hiring process human resource specialist would consult the management team of the organization to ensure the right candidate is being placed in the vacant position within the organization.

There has been a revitalization of awareness in business and management progression in Islamic countries in their religion, political and cultural background. Nevertheless, more concentration has been given to Islamic economics and Islamic banking in comparison to other industries. There are few experimental studies that have examined the practice of human resource management from an Islamic perspective.

Religion plays an important role in shaping a human behavior. It became guidance for an individual to demonstrate a positive attitude to others. Many moral values are learnt in our religion since we are small child. Parents guide and encourage their children to memorize the principles in Quran as a belief that it will be guidance for them in the coming years. Any organizations which are in the process to attain success should emphasize and ensure quality employees are retained in the organization. It is also important for them to stay and work together to achieve the desired goals [3].

Literature Review: The organization that I'm referring to in this study is Genbina Sdn Bhd. Genbina Sdn Bhd provides a technology and service in water and waste water management structure as well as moveable water handling systems. It is also a well-establish and leading company in Under Pressure Technology (UTP) in water and waste water industry. With expertise employees and products, Genbina has well developed its business in this industry and hold a strong position within the market since 1998. With technology dealing with various countries around South East Asia, Philippines and Thailand, Genbina has well progressed in providing a good way in business in hot tapping and line stopping [4].

Genbina has never failed in delivering innovative and friendly environment in water technology solutions. As a major player in water industry, Genbina has been awarded with many recognition and this has ensure that the

company holds a strong position in the market and able to compete with its competitors. Genbina holds a record in the Malaysian Book of Records for constructing biggest interconnection pipeworks using the hot-tapping method.

Genbina has also been awarded with the International Quality Submit Award 2009 for its commitment to produce a good service, quality leadership ability trained in the organization, able to maximize customer's satisfaction and finally for its advancement in technology and services. Subsequently, Genbina has also been given a second award in the Malaysian Book of Record for its accomplishment in 2007. Genbina was the first to carry out pipe extension using hot-tapping and line-stopping technology [4].

In the view of the structure of the organization, there are various departments within the organizations which carry out various functions to support the business. The task carried out in the department also varies from the other department in according to the skills and knowledge of the employee.

There are almost 100 number of employee with skilled labor and non-skilled labor and the human resource department would need to play an important role to sustain these employees by assisting their needs for the development of the company. More importantly the employees need to be fairly treated in order to ensure that they will not feel disappointed. Human resource plays a significant role in order to create a sense of belonging for the employee towards the organization because they are the most valuable asset of the company [5].

Within the organization's human resource department practices a few main functions which are recruitment, safety, employee relations, compensation and benefit and compliance. All the function is base and complies with the Employment Act 1965 and Industrial Relation Act 1967. The company operates most of these functions in accordance to the conventional perspective which is widely adopted by most of the other private organization in Malaysia.

In modern human resource practice, human resource is more open, flexible and caring management style in order to motivate the employees to work towards attaining the organization's goals. Sometimes, management would tend to be more focused in gaining profit and disregard the welfare of its employees. This may lead to the reduction in employee's motivation to contribute in the organization and this may indirectly cause a reduction in the production of the organization.

Managerial Function of HRM	Operational Functions of HRM
Planning: Plan & Research About Wage Trends, Labor Market etc.	Procurement: Planning, Recruitment and Selection, Induction & Placement
Organizing: Manpower and Resources.	Development: T&D, Career Planning & Counseling
Staffing: Recruitment & Selection	Compensation: Wage & Salary Administration
Directing: Issuance of Orders and Instructions to Follow Plan of Action	Integration Maintenance: Improving Work Conditions, Retentions
Controlling: To Regulate the Activities	Separation: Caused by Resignation, Death and Medical Conditions

Many studies have highlighted that an unfair handling of employees in the organization will lead to poor productivity of the organization and there will be no trust and understanding between the employer and the employee [3]. The illustration below explains Managerial Function of Human Resource Management and Operational Functions of Human Resource Management (Prof. Jayalakshmi, 2015). Human Resource function is wide in operational and managerial level. This is to ensure that all HR processes are carried out by the HR personal in order to meet the organizational goals.

Islamic Approaches In Human Resource Management:

Islamic approach has been applied in many organizations directly or indirectly in order to manage the employees of the organization. Islamic human resource management is base from Quran and Al-Sunnah. The principles in Quran and Al-Sunnah guide the management to implement a good and fair way of human resource management. Islamic management guides against materialistic and avoid corruption in the management system. Islamic management leads to adopt balance and peaceful way of management which benefits both groups and individuals. Islamic management is also differing from western management system as they are less focus in gaining profit.

There are several good human resource practices that can be followed to encourage and motivate employees in striving toward the achievement of the organization. Human resource in Islamic approach is base on 3 major categories and they are taqwa, itqan and akhlak. Taqwa are related to religious and god fearing aspect in which any activity conducted by an individual is base on religious aspect [6]. Taqwa also ensures that the action taken does not bring harm to mankind.

Itqan indicates quality work and task are being conducted orderly [7]. Islam urges that any task which is dedicated to an individual need to be done and completed accordingly. Individuals need to understand the responsibility in the task assigned to them and they should avoid taking it as granted. Thirdly, akhlak refers to the moral value. It is important to adopted good value, feelings and norm to create a healthy working environment. Besides of these three categories, there are also other elements which lead to good Islamic practices for human resource management.

The important elements are trust (Amanah). Trust is very important especially when dealing with others. It is very hard for individual to make any trade if there is no mutual trust exists between parties. Employer and employee are accountable with each other. Any party who tend to misuse the trust will result in severe loss as well as affecting the organization. Lack of trust will lead to confusion and disturbance between one and another.

Sincerity is also equally important within an organization. Employer and employee who are sincere in accomplishing their task will enhance the progress of the organization. Not only being sincere in their job, employer and employee are also encouraged to be sincere with one and another. When an individual are sincere and commits to his work, it will indirectly trigger a self-motivation from within the person [8].

Justice is another criterion which is important in Islamic human resource management because it helps to manage the subordinates effectively and efficiently. Employee will be treated fairly and rewarded equally and accordingly with their performance. Employer will consider their views and opinions and will never look down at them. Rules and regulations will be clearly followed and they will avoid in breaking it.

Equality among the other members in the organization is also crucial. Equal treatment enhances self-belonging and confident of the individual. Members will be more confident in delivering their task and work toward the progression of the company. Islam also educate us to avoid racism and to respect one another. One is not allowed to insult or make fun another man due to their appearance, background, race and so on.

Patience is a part of good human resource criteria. To become a good human resource practitioner patience is very important because it help to encourage a comfortable working environment. Compensation are only for those who are patient with the Decree of Allah [7]. Whatever problem that we face, one is encouraged to be

patience and not to keep complaining as there will be reward by the Almighty. Decision maker are the one who need to be more patient when it comes in making a judgement. It also helps one to take a correct decision after deep thinking has been made.

Finally, human resource should also be able to give consultation as and when needed. Employees who face problem which restrain them from accomplishing their task smoothly would seek advice from the human resource team for a good solution. A good guidance from the human resource will then affect the decision making process of the employee.

Prophet Muhammad has bring many good changes and feedback to the lives of many individuals all over the world. Human resource practitioner should follow his footsteps as a reference for them when handling with employees. He was also a good leader where he had loved and trusts his people so much.

Issues In Human Resource Management: There are various issues in related to Islamic human resource management which caused due to lacking of important elements such as honesty, fair treatment and justice in most organizations [2]. Lacking of these elements caused an effect in Islamic human resource management which has been continuously reminded in the Quran. There are a few issues of human resource management functions and activities which involves recruitment and selection, training and development, performance appraisal and compensation and employment.

Firstly, recruitment and selection is a challenging task for the human resource officer as he/she need to select the right candidate from a pool of candidate for a vacant position in the organization. Therefore, it is important for the officer to select the right candidate fairly with being bias and racist. Human resource officer need to look into their skills and knowledge which can suit the vacant position and avoid favoritism in employing a candidate. According to Islam, an employee selection should be base on justice, competency, honesty and commitment in their work [9]. Employer is also responsible in briefing their employee with their exact duties and responsibilities in the organization.

Secondly, training and development are a process which helps employee to develop and enhance their skills [10]. It also helps them to be productive and involve in attaining organization's goals. Islam encourages education as a continual process and an obligation despite being poor or rich. Prophet Muhammad advised

that seeking knowledge is an obligation for all men and women [11]. Seeking knowledge is also important for an employer to be able to develop their knowledge and skills in order to progress their business. Employees should also be encouraged by employer to gain knowledge so that they will be able to increase their competencies.

Performance appraisal is another human resource function where review is done to review the work standards performed by an employee. Employees performance will be reviewed by the superior and feedback provided to employee as a motivation to them. Employers may tend to not evaluate their employee properly when they didn't manage to find the hidden situation faced by the employee. Employer might also tend to be bias, dishonest and unfair method in appraising their employees. This should be avoided and accountability and responsibility are crucial in Islam.

Compensation and employment is done through recognition of an employee's contribution to an organization. Compensation is a way to motivate the employees to work efficiently. Employment is a contract made between an employer and an employee. Employer should also pay their employee base on the task, responsibilities and overall commitment assigned to them [12]. Islam also advised employer to pay their employee immediately after work has been done. The Prophet said "You should pay the laborer his wages before his sweat dries." [Sunan Ibn Mâjah (2443)]. Compensation and wages should be as per agreed by both parties. Islam strictly discourages any exploitation or abuse of an employer's property by the employee [13]. Act of dishonesty and stealing is not allowed in Islamic business because it is illegal and cause harm to other human being. Wages earn by an employee according to their skills and knowledge is enough and sufficient for them to live a decent living.

Employer are responsible to pay his worker accordingly and avoid them being starving due to not giving his wages as mutually agreed by the employer and employee. Employer should also provide job security for his employee to ensure that there will be a future in the job that they are engaged with. Employer should also be responsible to make sure that the business goes on smoothly and employers should save it from any losses. It is important for employer and employee to be honest with each other because it encourages the well-being of both parties.

Employer should make sure that their employee is not given task which is beyond their ability [7]. Heavy workload may cause suffering to an individual. Employer

is also responsible to provide a safe working environment to the employees by providing the appropriate equipment and facilities to ensure them to complete their work smoothly. Employer who does not give suffering to his employee will be awarded accordingly. Employee welfare is another responsibility of an employer where health support for those who deserves should be helped. Islam urges wealthy Muslim to be kind with others and to help them when they are in need [2]. A caring environment will also encourage each other to work in attaining organizational goals.

DISCUSSION

All man must be respected because they are based on the general concept that they are all competent to accomplish advance stage of moral and religious development. Quran acknowledges the mixture of race, background, language, wealth and etc which have their own social system and illustrate them as symbols of God for those who are able to interpret it. However, the Quran explains that God has separated mankind into clans and country which differs in culture and background for better capability to associate with one and another.

There is no any citizenship of a state or nation which leads to great privileges and respect. The true source of great privileges and respect are in the sight of God which leads to a righteous life. Younger people especially those who are leaders in an organization learn to show good admiration and kindness to elder people. Organization need to encourage employees to involve in their decision making process as this would encourage their motivation in an organization. Once an employee gets involved in decision making process of an organization, they help to develop identification with the organization [14]. This may encourage them to be more committed to the development of the organization. Islam promotes employees' participation in decision making and allows condemnation by the employees to improve the organization's guiding principle and practices.

Consultation develops teamwork among the employees and at the meantime it functions as verification against defective or wrong decision making. It also avoids unfairness from the superior's level. Islamic teachings are intended to generate a balance in organization where employers are accountable to guarantee fairness and exhibit generosity of spirit towards their employees and similarly employers' interest will also be sufficiently secured.

The fundamental nature of Islamic principles on HRM comprises with the creation of a win-win condition. It does not only leads to more loyal and motivated employees but also creates a healthy and wealthy organization.

CONCLUSION

Islamic principles guides' individual for an unbiased way to guarantee the wellbeing of employer and employee are in justice. The combination of employer's money and employee's labor bring a lot of benefits to the stakeholders. For an instance in an organization, employer advances his money to begin an industry and later gains profit. Workers of the industry will get their wages and customer gets to enjoy the product and services. Everyone gains the benefit from the industry. Establishing and running an industry leads to job welfare because many people are able to find their source of income by the salary that they receive from the industry.

Even a worker in the factory also contributes in happiness of his family. It helps him to get money for himself and his family. At the end of the day, with the contribution of an employer, employee also contributes something to other people. This is a great process and excellent mind and good intention contributes to serve other mankind [15]. Indirectly, no one is harmed and everyone enjoys the benefits which are not only for Muslims but for all the other races. It is the accountability of a Muslim nation to provide benefit for the entire humanity on the earth.

This element of reflection gives an additional potency to the obligation of employees and managers in an organization. This is because it includes a religious aspect to the implicit aspect of an employee's motivation. Employment relationships go beyond the written employment contract which is in black and white. The psychological contracts of an employee and an employer exist when there is a religious dimension.

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