

### APPLICATION OF HUMAN RESOURCE MANAGEMENT FREE OF ISLAMIC VALUES

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#### Abstract

*The purpose of this study is to find out how the application of MSDM to Islamic banks, whether it is in accordance with Islamic values, by looking at the management practices carried out by Islamic banks. This research uses a qualitative method where data collection is carried out with interviews and observations in more depth during a certain period so as to be able to explore and get further information about the application of MSDM based on Islamic values. The object of this study is a bank engaged in a sharia system. Then the sample in this study is an employee at a Sharia bank who has served for more than 1 year and is a permanent employee. The results obtained state that in general, Islamic values are still considered and applied in MSDM practice in Islamic banks. The Islamic aspect is demonstrated by including some criteria, tests, or materials in some management practices. Then the spirituality side is also seen from the participation of employees in several religious activities held, this reflects the Islamic side of a person.*

Keywords : **Human Resource Management, Islamic Values**

#### INTRODUCTION

An organization is a consciously coordinated social unity with a relatively identifiable boundary, which works on a relatively persistent basis to achieve a common goal or a group of goals (Robbins 2016, p. 156). The sustainability of the organization cannot be separated from the role of management to manage all activities that have been planned appropriately, any organization always needs management. An organization will run or leader well if managed properly. Likewise, the success of the implementation of management in the organization will depend on the roles in it, such as managers, employees and supporting variables, but with the differences in roles these roles will affect the implementation of different management. Especially the role of a manager or leader who plays a direct role in the management process. This is where the role of the manager is needed in the continuity of management implementation. Especially human resource management. Because the most important human resources in the organization are human resources. As the most important aspect in the ongoing activities in the organization Human resource management has the main function of functions, according to Dessler (2006), explaining that human resource management is a process to obtain, train, assess and compensate employees, pay attention to their employment relationship relationships, health, security and justice issues, conduct analysis, plan labor needs and recruit prospective employees, selecting prospective employees, orienting and training new employees, managing wages and salaries, providing intensive and profit, assessing achievements, communicating, providing consoling, providing discipline, training and developing managers and building employee commitments. As a historical reality, religion and culture can influence each other because they both have values and symbols. Indirectly, the existence of religion in the community will affect the development of culture and

social values, even economy so that the pattern of piker both individuals and daily society will be based on a developing religion, The majority of Indonesians who are Muslims in everyday life will be bound by the values that have existed in the Qur'an and Al Hadith where the Qur'an and Al Hadith are used as guidelines for every activity because in the Qur'an and Al Hadith contains recommendations and prohibitions that regulate Muslims to provide salvation in the world and the Hereafter. It has become a decree (nature) and will (irodat)of Allah that man was created also at the same time given the demands of life in order to be able to live life in this world according to His will coupled with the belief of the Muslim community where the whole and smoothness in carrying out daily activities will be obtained if he has practiced and practiced in accordance with the teachings of the Islamic religion in his life. Dimna the rules of human life are derived from the Qur'an and Al Hadith with the demands of human life in the world. The meaning of the teachings of Islamic ajarab in its attainment in life can be formed from the personality of a person himself. As Rivai and Buchari (2009) put it, to realize a good order of community life, it must start from fostering the quality of life individually, because it is from a group of individuals that it can later influence a better change in the order of social life, so closely related to the relationship between the Islamic personality that a person understands and has and the behavior of daily life.

As for the Permasalah in this study: 1, Is the management of human resources in the company based on Islamic values as the system adopted by the company?

2, Can the application of human resource management in accordance with Islamic values in the company be understood by all existing employees? And the specific objectives of this study are: To find out HR Management practices such as recruitment, selection, performance appraisal, training and development and compensation based on Islamic values and to find out the Implementation of HR Management in the company in accordance with Islamic values can be understood by all existing employees

The urgency of this research is that the implementation of human power sumber management in the company is based on Islamic values

## LITERATURE REVIEW

Human resource management (Bohlarander and Snell, 2012:4) The science of how to empower employees in a company, create jobs, work groups, develop employees who have the ability, identify an approach to be able to develop employee performance and reward them for their efforts and work

The contribution of human resources is not only seen from the skills, knowledge, skills or knowledge they bring when joining the organization, but how the organization internally develops and improves the abilities and skills possessed by each human resource to develop one's capabilities, not only as a fulfillment of obligations to the organization

Mondey (2018, p. 45), Human Resource Management Practices include:

## RECRUITMENT

In the view of Islamic teachings, everything must be done neatly, correctly, and in an orderly manner. The processes must be followed well. Something should not be done perfunctorily. Recruitment requirements should be clearly stated to applicants, including job requirements, criteria for the job to be carried out. Including applicants, it is expected to provide information in accordance with capacity, capability and interest (interest). Applicants should not apply for jobs beyond their means, and work beyond their capacity. In the recruitment process, Islam recommends that in selecting or selecting employees who will be accepted by a company or organization, applicants should be competent and religious (the requirements must be Muslim and hijab) and

done as well as possible so that there will be no wrong recruitment and placement of employees. When a position is filled by someone who is not an expert then it is not good that is gained. However, most likely what will arise is damage because the person does not have expertise in the field.

### **SELECTION**

Etymologically, in the Indonesian Dictionary Selection means screening, selection (to get the best), while according to the term selection means the methods and procedures used by the personnel department (company) when selecting people to fill job vacancies. A series of methods and procedures are carried out not only to know the abilities of the candidate, but also to know the personality of the candidate so that a trustee attitude is obtained. as Allah Almighty says in Q.S. al-Ankabut/29:3 "and Verily We have tested those who were before them, Then Verily Allah knows the righteous and Verily He knows those who lie".<sup>25</sup> It is very important for Muslim managers to understand the guidance of the Qur'an which can prevent vague acceptance and unprofessional actions of nepotism and to prevent discrimination in the workplace. In sharia-based management, expertise alone is not enough, but it must also be balanced with a high work ethic and responsibility. If one of these aspects is not owned by the employee, then inequality will occur

### **TRAINING AND DEVELOPMENT**

Once an employee has been accepted through the recruitment and selection process, it is often not as expected, which is related to productivity demands, so they need to be trained. Employees who are already working may still need to take part in training because of the changing demands of work due to Islam encouraging to conduct training (training) for employees with the aim of developing employee competencies and technical abilities in fulfilling their job responsibilities and training is prioritized with Islamic soft skills training. The Prophet provided training to the appointed person to deal with the problems of the Muslims, and equipped him with advice and some instructions. In order to make the best contribution to the company, therefore, Islam encourages the development and development of human resources through training (training) for employees with the aim of developing the competence and technical ability of employees in fulfilling their job responsibilities.<sup>34</sup> In this case the organization or company always strives to obtain quality human resources to support the effectiveness of activities within the company. These efforts can be in the form of planned training and development programs. Islam strongly emphasizes this as the word of Allah SWT Q.S. atTaubah/9: 122

### **PERFORMANCE APPRAISAL**

A Muslim manager should be more concerned with measuring assessments within the sharia corridor that promotes transparency and responsibility. Responsible in assessing workers or employees managers must do so fairly. performance appraisal based on the rules of the Qur'an evaluation of assessment there are two methods, namely: 1) Evaluation based on consideration. In this case use statements that relate to the traits, personality and character of the worker. The personality itself includes decency, righteousness, kindness, responsibility, maturity, justice, assertiveness, endurance, and dedication. In addition, personality is also based on criteria that have been included in the selection such as honesty, and whether workers practice the pillars of Islam 2) Evaluation based on behavior. Focus on what is their duties and subordinates outside of work and to review reactions from other groups to their behavior or performance. With priority through the question of whether officials visited the sick, whether they guarded slaves, and how officials treated disenfranchisement. It has been used by Amirul Mukminin, Umar r.a. consistently. Periodic assessments will provide many benefits for the organization or company because they can

determine what things can work well in the long term, and for individuals it can be used for self-evaluation of the work that has been done to find out the mistakes that have occurred and prevent them from happening again in the future. Allah Almighty said in Q.S. al-Infithaar/82:5

### COMPENSATORY

Compensation in the Indonesian Dictionary, in terminology means indemnity. The term reward is in the form of money or not money given to employees in a company or organization. Compensation in it concerns a fair payroll system. In the Great Dictionary of Indonesian, the word "just" is defined as equal in weight, unbiased, impartial, partial to the right, holding on to the truth.<sup>39</sup> In terminology, fair means to equate something with another, both in terms of value and in terms of size, so that it becomes unbiased and does not differ from each other.<sup>40</sup> Islam sets wages for its employees according to the conditions, responsibilities and types of work. This is the principle of rewarding as stated by Allah Almighty in Q.S. al-"Aḥqāf/46: 19

### IMPLEMENTATION METHOD

Field research (field research), is a type of research that is used, namely by means of direct researchers who go to the research location to get the necessary data. This means that the data collected is not in the form of numbers but the data comes from interview manuscripts, field notes, personal documents, memo notes and others. So that the research in this qualitative research is based on the experience behind the phenomenon in depth, detail and completely. This research is a descriptive-qualitative research, which aims to complete the description by making a description and analysis of the analysis of the application of human resource management based on Islamic values in sharia-based bank banks The subject is the main source of research data, namely having data on the variables studied. The subjects taken in this study are leaders and employees of sharia-based banks in all parts who work at least 1 year and are permanent employees. The object of the study is the main goal or objectives of the study. The object of this study is related to the problems raised, namely human resource management based on Islamic values in a company that is none other than a Sharia-based bank

The main data obtained in qualitative research is in the form of words and actions. Other data that can be obtained such as documentation or photos. The types and sources of data used in this study are: Primary Data, which is data that researchers seek and obtain directly from the field by observation or by interview and has not been prepared in advance. This data contains information about employee opinions about the extent of MSDM implementation in companies that adhere to the sharia system. In this study, primary data was obtained from interviews with respondents, namely employees. Secondary Data is data obtained not directly or in other words is supporting data that can be obtained from other parties, where these data previously existed. The additional data can be in the form of documents related to this study, existing photos or photos produced by the researcher himself

Data Collection Techniques There are several methods used in qualitative research for data collection, namely; observation, interviews and documentation. . Observation is a way of collecting data through the process of recording the behavior of the subject (person), object (thing), or systematic event without any questions or communication with the individual being studied. An interview is an interaction process carried out by two or more people, where both parties involved the interviewer and the interviewee have the same right to ask and answer. The respondents in this study were leaders and employees who worked for more than one year. Documentation is a data



collection method that can be used to encourage data that has been obtained and support observation techniques and interviews that have been carried out. The study of documents is a complement to the use of observation and interview methods in qualitative research. This technique collects the required documents related to the problem under study so that it can support and prove a problem. This document can also add information for researchers, especially data that cannot be described in words. In this study, the document that will be presented is in the form of documents related to this research, namely photos produced by the researchers themselves.

The technique that researchers use in analyzing data is qualitatively, qualitatively as a type of research whose findings are not obtained through statistical procedures or other forms of counting, with the stage of compiling research results according to the problem, then analyzed based on theoretical foundations

### 3. RESULTS AND DISCUSSION

Human Resource Management is used as one of the main keys in achieving the goals of both individuals and companies. Management functions, especially Human Resource Management aims to carry out a certain activity that leads to the main goal of maximum profit. The analysis to be carried out includes:

#### Recruitment Analysis

The process applied is the same as the theory proposed by Hasibuan, namely that the procurement of employees must be based on what and who principles. What does it mean is that we must first assign the job of the job based on the job description. Who, that means we are looking for the right 70 people to occupy the position based on the specifics of the job.<sup>9</sup> Whereas the procurement of employees based on who is new will lead to mismanagement in its placement. The placement of employees who are far beyond their ability results in low work morale and employee discipline. So, the employee must be placed according to his abilities. In addition, the recruitment process is in accordance with what Islam offers, namely when a position is filled by someone who is not an expert, it is not good that is obtained. However, most likely what will arise is damage because the person does not have expertise in the field.

#### Selection

The company in attracting new employees will only take candidates who are qualified, competent, and who really meet the predetermined criteria. This means that even if the prospective employee is a relative or friend of one of the existing employees, but does not meet the criteria, the prospective employee cannot become an employee by relying on insiders. Because the recruitment system used in the company is the withdrawal of labor based on the abilities, aptitudes, skills, and experience of prospective workers or employees. The forms of tests carried out by the company are written tests and interviews. According to the author's analysis, the implementation of the test is carried out by the company in order to find out the psychology and competent abilities of many prospective employees so that the company can place vacant positions or positions for prospective employees in accordance with their abilities and expertise. This is in accordance with the word of Allah Almighty in Q.S. al-"Ankabût/29:3

### **Performance appraisal**

Performance appraisal in determining workers and performance appraisal in workers who are already working in the company. Performance appraisal in determining whether or not an applicant is accepted, an assessment of their eligibility to become an employee is carried out. In this case the company divides into two methods, namely: a. Pre-test assessment In this stage, there are several things that are assessed, namely an assessment of its neatness, seriousness or seriousness in meeting the conditions proposed by the company and its discipline in meeting these conditions. It is intended for 74 to know whether the applicant is trustworthy or not to assume the responsibility to be given to him. b. Post-test assessment In this stage, the assessment carried out is an assessment of the test results provided by the company. In this assessment, there are certain points of greater value, namely the problem of Islamic criteria for honesty (Shidiq), responsibility (Amanah), being able to communicate well (Tabligh), professional (Fathonah), being able to cooperate (Ta'awun), perseverance (Istiqomah)

### **Training and development**

Training is only given to workers when the training and training period is carried out when it is deemed necessary. Meanwhile, routine training is in the form of training that is held once a month which is more worshipful. Training and development of a religious nature is carried out regularly such as kultum and recitation which are carried out once a week. Because it is hoped that employees can practice their contents and become more spiritual human beings. Islamic training activities in the company actually received a good response. All respondents assumed that when working, they not only earned wages but also received provisions in the afterlife. Another reason is to gain knowledge and have the opportunity to study the Qur'an so that it becomes a more spiritual human being. In addition to training and development of a religious nature, the company always provides motivation and encouragement to employees to always improve their quality well. The form of motivation provided by the company emphasizes more on increasing loyalty, discipline and motivation. The company is also constantly to improve personal personality. This is applied to the company because humans consist of physical and spiritual, so with the implementation of this workers can work with enthusiasm and have a good personality and responsibility

### **Compensation**

The wages of workers are set on the basis of monthly wages made at the end of each month. In addition to basic wages, workers are also given benefits in the form of food allowances on the day of entry to work, medical expenses if the worker is sick, transportation allowances, holiday allowances every time before Eid al-Fitr, each worker is given a holiday allowance of 1x the worker's wages. The author concludes that the concept of payment of workers' wages is very important for the company. Because a person's motivation in work is usually to get retribution for the work he has done and the company should not consider the wages or salaries of workers as a burden in the business, but instead consider those wages or salaries as one of the factors in the success of production. Based on the research conducted, the authors did not find any problems in the compensation system. Because all respondents stated that their wages are always paid by the company in a timely manner. According to the researcher's analysis, the application of compensation in companies is in accordance with the understanding of compensation theory, namely compensation in which it concerns a fair payroll system. Fair means to equate something

with another, both in terms of value and in terms of size, so that it becomes unbiased and does not differ from each other. Islam sets wages for its workers according to conditions, responsibilities and types of work. This is the principle of rewarding as stated by Allah Almighty in Q.S. al-Ahqaf/46: 19

#### 4. CONCLUSIONS

1. The management system implemented by Sharia Banks is in accordance with the Islamic human resource management system which includes the process of recruitment, selection, employment contracts, performance appraisal, training and development, and compensation, with an implementation system in human resource management based on Islamic values.
2. All employees can understand human resource management based on Islamic values applied by the company.

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