

ANALYSIS OF ISLAMIC CONCEPT IN HUMAN RESOURCE MANAGEMENT PRACTICES

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Abstract: *Indonesia is not a country that uses Islamic law, but the majority of the population is Muslim so most rules refer to Islamic rules. Even in daily life we carry out many Islamic rules, such as prayer, fasting, paying zakat and so on. Unwittingly at work, we also use the rules of Islam in the regulations made. This study aims to determine and analyze whether the concept of Islam is applied in Human Resource Management practices in companies in Indonesia.*

This article uses a qualitative description approach, focusing on current problems and phenomena. The author randomly extracts data and information from several employees who work at companies and study libraries to enrich writing. The results of research conducted indicate that there are several factors that are not in accordance with the concept of Islam, resulting in discomfort for Muslims who work there.

The conclusion that can be drawn is that there is no coordination between the employees and policy makers dominated by those who are actually non-Muslims. Those who are non-Muslims always see Islam as a threat because they do not really know Islam, they still see Islam as that, rude, extreme and terrorist. Coupled with employees' ignorance with management, they prefer silence, accepting without protest every policy from the company for fear of being dismissed from the company.

Keywords: Islamic Concepts and Human Resource Management Practices

PRELIMINARY

Indonesia is a country that has a majority Muslim population, more than 90% of the population embraced Islam both from birth and newly entered or we often call converts. Most of them work in companies in Indonesia, both private and government companies, both companies that have Muslim or non-Muslim owners.

Human resources in an organization is a collection of individuals who have their uniqueness that cannot be generalized so that the policies implemented in an organization should be able to accommodate and even bridge the various uniqueness.

Likewise with differences in beliefs, lest these differences become obstacles to organizational goals. Individuals in organizations are unique because each individual has different levels of needs, different characteristics, different perspectives or perspectives on an event or problem, different perceptions, and different personalities. All of these things are intangible, cannot easily be seen, touched, and understood easily because they are not physical. In addition to intangible matters, individuals are also different and physically

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unique, including physical body shape, race / ethnicity, and gender / sex which will certainly give birth to a different need. These uniqueness needs to be accommodated well so that the goals of the organization can be fulfilled.

God created humans as creatures that have two dimensions, namely the spiritual and material dimensions. Humans on the material side are required to carry out life in the world. On the other hand, he is also required to maintain his spiritual side, so that there is a balance, not excessive both in terms of the spiritual and material side (Wahidi, 2016). Lubis, 2016 states that Mortgage agreement was justified in Islam, as Allah SWT says in Surah Al Baqarah verse 283: Meaning: "If you are on the way (and not bermualah in cash) are you do not obtain a writer, then there should be the stuff of dependents on hold (by people who are indebted). But if some of you believe others trust then let it fulfill its mandate "(Surah Al-Baqara, 283)

In the view of Islam work is an inseparable part of the intention to work, that is not only looking for material abundance in the world but also looking for rewards for later. This intention will correlate with the work done by an individual. When the intention to work is worship, there are two goals in it which are to fulfill physical needs and spiritual needs. (Amaliah, Julia, & Riani, 2013)

Policies set in the organization and its practices affect the behavior of groups and individuals in the body of the organization. Individuals and groups will have different perceptions and assessments of HRM policies and practices. Disappointment and pressure that may arise due to perceptions and assessments of a form of policy will lead to forms of behavior that will affect the decline in organizational performance, which among others are reflected in increased absenteeism, increased turnover, and decreased individual or group productivity.

For employees who work, usually they will expect a balance between world goals and the hereafter. They crave a place of work that is in line with their expectations, where HR practices are carried out in an Islamic concept.

But in reality HR practices in companies often neglect Muslim employees who work there. Even though we are well aware that some Muslim employees also have abilities that are not inferior to non-Muslim employees.

It is feared that Muslim employees will feel uncomfortable with HRM practices held by the company which are felt to be not in accordance with their spiritual needs, but to leave the company is not something easy especially in the current crisis. So usually they will still try to survive in very difficult conditions. Various problems are faced relating to HRM practices, for example bureaucratic problems, appointment issues, employee promotions, seniorities that result in new employees often not being actualized optimally and job design that often makes Muslims uncomfortable.

Limited resources owned by the company, the company is required to be able to empower and optimize the use of resources that are owned to survive. This reason makes management often no longer care about ethics related to Islamic concepts, even though we know that Islam has universal teaching values that are in accordance with human needs. because Islam has universal teachings, Islam has more perfect teaching forms compared to previous teachings. The perfection of Islamic teachings is seen in the harmony of the values of the teachings with human nature, meaning that this teaching is in accordance with natural human growth.

The Word of God: "Work, then God will see your work, so will His Messenger and believers and you will be returned to Allah who knows the unseen and the real, then preaches to you what you have done" (QS At-Taubah 105)

Because work is an order from God so even in very depressed conditions employees will continue to work and try to adjust themselves as well as possible.

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This paper aims to analyze and review the application of Islamic concepts in HR practices in companies in Indonesia.

LITERATURE REVIEW

Human Resource Management

Human Resource Management is the utilization of human resources in the organization, which is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare and work safety and industrial relations. (Marwansyah , 2010)

The HRM function is one of the company's most important functions, in addition to other company functions such as marketing, production and finance. It is now increasingly recognized that HR is an important thing and is a source of competitive advantage for organizations. HR experienced a change from a partial towards a more integrated and strategic nature. The personnel department (HR) will be directed to play a more important role in the management team. This is due to changes in the environment that will expose the organization to the issue of employees (people issue) which have important characteristics and great uncertainty (Schuller, 1990)

Recruitment

Any practices or activities carried out by the organization with the main objective to identify and attract potential employees (Noe, 2013)

Career Planning

Career planning can also be defined as the process of selecting work, organization and career path that will be taken by the person concerned during his life. (Siagian, 2012).

Performance Appraisal

The most important activity to advance your career is good work performance, because this underlies all other career development activities. (Juliandi, 2017) said that the work achievement is closely related with career progress. It greatly depends on work performance. Job performance is the result of work achieved by someone in order to carry out the tasks or work assigned to him. (Handoko, 2004).

Training

Workforce training is any attempt to improve the performance of workers at a particular job that is their responsibility or a job that is related to the job. (Suyoto, 2012)

Training is the process by which people achieve certain abilities to help achieve organizational goals. Motivation and training are having close relationship in work field (Jasman Saripuddin, 2017) Training is more likely to be short-term oriented, training has an effect on performance and if the training conducted by the company is successful the performance of employees will increase by itself. (Khurotin & Afrianty, 2018).

Compensation

Compensation is the total direct benefits received by employees in lieu of the services they have provided. (Mondy, 2008).

Islamic education

Islamic education is physical, spiritual guidance based on Islamic religious laws leading to the formation of a main personality according to Islamic standards. With another understanding, he often said the main personality with the term Muslim personality, namely personality that has **Islamic religious values**.

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The internal challenges and problems of Islamic Education after globalization today and in the future, in general are as follows: First, the type of education that is chosen and implemented with changes in education policies and politics. Second, the issue of self-identity of certain Islamic institutions. And third, institutional strengthening and management of an Islamic Education.

The application of Islamic Education that seeks to develop the interests of the afterlife is education that favors the aqidah, noble morals, noble character and pious deeds, by mastering functional knowledge and technological expertise for the development of the nation and the Republic of Indonesia based on the Pancasila and the 1945 Constitution. (Rusmin B., 2017)

Modern Islamic Education

And the emergence of modern Islamic Institutions, received a different response from every circle, from people who are fanatic with traditional pesantren accuse this modern educational institution as a public educational institution for not studying the yellow books as the basis of knowledge and positive responses from the existence of this modern Islamic institution. That can be seen from the perspective of job vacancies, they argue this picture is a step forward and relevant to the demands of the times. (Rusmin B., 2017).

DISCUSSION

The development of the business world is getting heavier challenges that must be faced by companies in maintaining its survival, one of which is the emergence of competitors and changes in consumer preferences. Many demands from consumers that make the company must make a new strategy so that customers stay afloat.

As we know that 70% of Indonesia's economy is still dominated by people and migrants from Chinese China. It has been proven that many of their descendants have become tycoons and monarchs of money in Indonesia. It is this group's dominance that makes them make the indigenous workers who should be the majority become a minority. By reason of the education and skills of indigenous workers who have not met the requirements, there are often imbalances in Human Resource Management practices.

HR practices in the company are:

Recruitment

Hiring the best people is the most important thing at the moment. Thus designing a good recruitment process is a priority for the company so that the selection process can take place properly and correctly. The company can choose applicants whose requirements are most closely related to the job description. If we consider employees are important assets for the company, now we must have the courage to say that the right employees are assets for the company.

The selection process carried out by the company, in addition to taking a long time also requires no small cost. Actually, many companies do not want to be burdened with problems related to the selection process, but if the company can carry out this process in an appropriate, honest, careful and objective manner, it is certain that the company will be able to save on company costs and get good prospective workers and quality. (Devira Pusparani, 2018)

But in reality the recruitment process within a company is often carried out in a careless way, not by correct and honest recruitment. Many employees and prospective employees are treated unfairly.

Career Planning

Every employee who works in the company always expects a good career, developing in accordance with the career paths that exist in the company. Employees are obliged to give their commitment to the company when they are hired and the company is obliged to

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provide opportunities to learn new skills to its employees, as long as the commitment is still present. (Mondy, 2008)

Career development is basically oriented towards the development of the company in responding to business challenges in the future. Without having competitive employees, a company will experience a setback and will eventually be left out due to its inability to face competitors. Such conditions require companies to conduct career coaching for employees, which must be done in a planned and ongoing manner. (Rosyidawaty, 2018)

But in fact, often the employee's career is not on track, when an employee is ready to be promoted suddenly he must stop because there are other employees who are considered more appropriate by the leadership of the company. Such treatment is often felt by employees.

1. Performance appraisal

Performance appraisal is an important factor in a company because it reflects directly the organization's strategic plan. Although the evaluation of the work group is very important, the performance appraisers of the company still focus on evaluating individual performance. Performance appraisal is indeed not a preferred activity, but this activity is still maintained in many companies because performance appraisal is not the main objective but rather as a tool to influence subsequent performance. In terms of career performance appraisal becomes a fairly objective basis for someone to be promoted. By conducting performance appraisal of employees, it will give an overview to the company as to what employee behavior is related to their work as well as information regarding the determination of compensation, training and development of employee promotions and others. (Evita, Muizu, & Atmojo, 2017).

But in reality employee performance appraisal often does not provide feedback in the form of reprimands, compensation increases, training or promotion of positions to employees related to the performance that has been achieved.

2. Training

Training is at the heart of ongoing efforts to improve employee competence and organizational performance. (Mondy, 2008) Training activities have the potential to align employees with company strategy. Some of the benefits of training include employee satisfaction, increasing morale, high retention rates, lower turnover rates, improvements in the withdrawal process, better end results and satisfied employees will produce satisfied customers as well. Training is also useful to improve the quality and quantity of organizational productivity, save time for learning needed by employees to achieve acceptable performance standards, create loyalties and teamwork that is more profitable, able to meet the needs of human resource planning, able to reduce the amount and cost work accidents, assist employees in improving and helping their personal development. (Khurotin & Afrianty, 2018)

In developed countries do not hesitate to spend money on training and employee development of more than \$ 50 billion per year (Tyier, 2005), but in Indonesia training programs are often eliminated or given to certain employees who may not be trusted employees.

3. Compensation

The general purpose of giving compensation is to attract, retain and motivate employees. When viewed from the perspective of fairness some employees may have perceived company policies as fair and impartial, but others may have opposing opinions. As a result of these perceptions can affect the low productivity and employee turnover.

What a disappointment for employees who find implementing an injustice program in compensation programs, and this reality is often found in the field.

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Total compensation can be classified into three main components, namely: First, basic compensation, namely compensation in the amount and fixed payment period, such as wages and salaries. Second, variable compensation is compensation which amount varies and / or the time of payment is uncertain. This variable compensation is designed as a tribute to employees who excel. Variable compensation includes incentive payments to individuals and groups, shares, bonuses, profit sharing, employee stock ownership plans. Third, the final component of total compensation is indirect compensation. Included in this compensation are (1) general protection, such as social security, unemployment and disability: (2) personal protection in the form of pension, savings, additional severance and insurance: (3) payments when not working such as when attending training, work leave, sickness, holidays and personal events: (4) life cycle benefits in the form of legal assistance, child care, health programs and counseling. (Khurotin & Afrianty, 2018)

In reality, compensation given by a company does not always cover all types of compensation as described above. The granting of compensation can vary, and is usually based on the opinion of the management and management of the company about the importance of whether a form of compensation must be given to employees and adjusted to the ability of the company concerned. There are still many companies here that only provide basic compensation. Some have provided variable compensation, for example bonuses and profit sharing, but the calculations are still not transparent. For indirect compensation, usually only large-scale companies that have implemented (Muljani, 2002).

Islamic values are based on Islamic concepts and Islamic characters in accordance with the guidance of the Prophet *sallallahu alaihi*, which is indisputable as a man of noble character. With Islamic concepts and characteristics, individual desires can be fulfilled, so this can encourage expected individual behavior.

Inappropriate HRM practices should be avoided if Islamic concepts are properly applied such as justice, honesty and trustworthiness in the workplace. Thus the organizational culture of Islam that is built from the values or principles of Islamic teachings has an important role to shape the prestantive behavior of individuals in the organization. (Hidayah & Sutopo, 2014).

CONCLUSION

There is no coordination between employees and policy makers dominated by those who are actually non-Muslims. Those who are non-Muslims always see Islam as a threat because they do not really know Islam, they still see Islam as that, rude, extreme and terrorist. Employee ignorance with the management, they prefer silence, accept without protest every policy from the company for fear of being dismissed from the company.

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