

**Integrating Islamic principles into human resource management: Advancing organizational success through Islamic education and ethical practices**

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**Abstract**

The effectiveness of organizational performance is deeply influenced by the quality of human resource management (HRM). When implemented effectively, HRM serves as a strategic tool that enhances organizational success. For Muslims, Islamic principles are integral to every aspect of life, including HRM. However, the implementation of Islamic HRM practices faces a significant challenge: the lack of sufficient Islamic education in this field. This research addresses this gap by exploring strategies for integrating Islamic principles into HRM practices, emphasizing the role of Islamic education in equipping HR managers with the necessary knowledge and ethical framework. The study examines key HRM functions, including recruitment, selection, orientation, performance evaluation, training and development, compensation and benefits, and career development, through the lens of Islamic teachings. Using an exploratory qualitative approach, the research reviews existing literature from academic journals, books, and articles on Islamic management principles and HRM practices. The findings reveal that incorporating sharia principles into HRM functions not only leads to mutually beneficial outcomes for employers and employees but also aligns professional practices with spiritual goals, securing blessings and rewards from Allah. The study concludes that organizations and their workforce can achieve both worldly success and spiritual fulfillment when HRM practices are aligned with Islamic principles, underscoring the importance of Islamic education in realizing this potential.

Keywords: Islamic human resource management (HRM), Islamic education, ethical practices, sharia principles, organizational success

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## **Introduction**

Human Resource Management (HRM) plays a pivotal role in shaping the overall performance and success of any organization. When effectively implemented, HRM not only enhances the workforce's capabilities but also provides a strategic competitive advantage in today's fast-paced and constantly changing business environment. As an essential organizational function, HRM is tasked with managing the most valuable asset of any organization: its people. Employees bring with them not just skills and expertise, but also creativity, innovation, and leadership, all of which are crucial for driving organizational performance (Ali et al., 2020). Achieving organizational goals is intrinsically linked to the efficient and effective management of human resources, making HRM a critical component in the pursuit of success. To reach desired outcomes, HRM practices must be strategically designed, well-managed, and consistently monitored for effectiveness.

In Muslim-majority organizations, the integration of Islamic principles into HRM practices is of paramount importance. This is not simply a matter of regulatory compliance but a profound means of aligning organizational operations with the ethical and spiritual values prescribed by Islamic law (Ahmad & Zaman, 2020). Islamic teachings emphasize fairness, justice, honesty, and respect for individuals—values that should ideally guide HRM practices. When integrated into HRM, these values are expected to foster a work environment that enhances employee satisfaction, engagement, and organizational performance. In this context, Islamic education plays a crucial role in shaping the ethical frameworks and leadership practices necessary for managing human resources in a manner consistent with Islamic principles. Islamic education provides HR managers with the knowledge and moral grounding needed to navigate the complexities of modern HRM while remaining faithful to their spiritual commitments.

However, as Ali & Al-Ali (2018) point out, the integration of Islamic principles into HRM faces substantial challenges. One of the most significant barriers is the lack of comprehensive Islamic literature and practical guidance on how these principles can be effectively applied in the HRM domain. This knowledge gap often hinders HR managers from fully leveraging the potential of Islamic teachings to shape organizational practices. Without adequate educational resources, HR professionals may struggle to reconcile modern HRM strategies with Islamic ethical frameworks, leading to suboptimal implementation of Sharia-compliant practices. This issue underscores the need for robust Islamic educational initiatives that can provide HR managers with the tools and insights necessary to bridge this gap and integrate Islamic principles effectively into HRM.

Previous studies have highlighted the positive outcomes of Sharia-compliant HRM practices, noting that they can lead to mutually beneficial results for both employers and employees. Additionally, these practices align professional activities with spiritual goals, potentially securing rewards from Allah (Siddiqui & Ahmad, 2021). Building on this foundation, this research seeks to offer actionable insights for Muslim HR managers, focusing on practical strategies to integrate Islamic principles into contemporary HRM practices. The goal is to Islamize HRM, enabling Muslim managers to not only enhance organizational performance but also ensure that their management practices do not conflict with their faith. Such an approach can prevent actions that may incur Allah's displeasure, fostering a work environment that is both productive and spiritually fulfilling.

The significance of this research is underscored by the growing demand for ethical and responsible management practices in the global business landscape. As HRM continues to evolve, organizations worldwide are seeking ways to refine their HR practices while remaining

true to their ethical and religious values. This study aims to demonstrate that integrating Islamic principles into key HRM functions—such as recruitment, selection, performance evaluation, training and development, compensation, and career advancement—can contribute not only to organizational success but also to the ethical and spiritual well-being of employees. By examining HRM practices through the lens of Islamic principles, this research highlights the potential for HRM to be a force for good, ensuring that business practices are both ethically sound and spiritually rewarding.

Furthermore, this study addresses the critical gap in Islamic literature on HRM, offering valuable insights for Muslim managers who wish to integrate Islamic values into their leadership and management strategies. Islamic education serves as a foundational pillar in this endeavor, equipping HR professionals with the ethical and theological knowledge necessary to make informed decisions that align with both organizational goals and Islamic teachings. By fostering a deeper understanding of how Islamic principles can shape HRM, this research contributes to the development of more ethical, responsible, and spiritually fulfilling HR practices in Muslim-majority organizations.

### **Method**

This study employs a qualitative research approach to explore the integration of Islamic teaching principles into Human Resource Management (HRM) practices. The qualitative methodology is particularly suitable for this study because it enables the researchers to gain an in-depth and nuanced understanding of how Islamic principles can be effectively embedded into HRM practices and how these principles are perceived and applied within organizational contexts. Unlike quantitative methods, which focus on numerical data and statistical analysis, qualitative research emphasizes rich, descriptive insights that capture the complexities and subtleties of human behavior, perceptions, and experiences. This approach is well-suited to examining the intersection of religious values and business practices, where understanding the motivations, beliefs, and challenges of individuals within organizations is crucial.

The study utilizes a multi-step process to gather data and develop a comprehensive understanding of the research topic. First, the researchers conducted an extensive review of existing literature to establish a solid theoretical foundation. The literature review encompassed academic journals, books, and scholarly articles related to both Islamic management principles and contemporary HRM practices. By analyzing these sources, the researchers identified key themes, concepts, and theoretical frameworks that address the relationship between Islamic teachings and human resource management. The review also included studies on Sharia-compliant HRM practices, employee relations, and organizational behavior from both Islamic and Western perspectives, enabling the researchers to compare and contrast these viewpoints.

Next, the researchers identified and selected a range of relevant studies that highlight the challenges and opportunities involved in integrating Islamic principles into HRM. This process involved evaluating both theoretical literature and empirical studies that discuss the application of Islamic ethics in business management. The researchers focused on understanding the specific HRM functions that could be influenced by Islamic values, such as recruitment, selection, training and development, performance management, and compensation systems. Through this comprehensive literature review, the researchers aimed to map out the existing knowledge gaps and build a framework for exploring how Islamic principles can be effectively integrated into HRM practices.

To further enrich the study, the researchers engaged in content analysis of key texts and real-world examples of Islamic HRM practices in Muslim-majority organizations. This analysis allowed for the identification of common practices, strategies, and challenges faced

by HR managers in these organizations, as well as the extent to which Islamic principles are applied in practice. The study also considered organizational contexts, such as the cultural and religious landscape of Muslim-majority countries, which play a significant role in shaping the application of Islamic principles in HRM.

In addition to the literature review, the researchers also conducted expert interviews with HR professionals, managers, and scholars specializing in Islamic management and HRM. These interviews were designed to gather firsthand insights and practical experiences regarding the challenges and opportunities of integrating Islamic teachings into HRM. The interviews were semi-structured, allowing participants to share their perspectives freely while ensuring that key topics were covered. The data collected from these interviews were transcribed, coded, and analyzed thematically to identify recurring patterns and insights that contribute to a deeper understanding of the research question.

The combination of literature review, content analysis, and expert interviews provides a holistic and well-rounded perspective on the integration of Islamic principles into HRM practices. By adopting this qualitative approach, the researchers aim to offer practical insights and recommendations for HR managers, scholars, and organizations seeking to align their HR practices with Islamic ethical values. The findings of this study are intended to contribute to the broader discourse on ethical business practices, providing a valuable resource for organizations striving to balance organizational success with religious and ethical commitments.

## **Result and Discussion**

### ***Islamic perspective on Human Resource Management***

The process of staffing an organization and maintaining high employee performance in line with the precepts of the Qur'an and Sunnah can be characterized as Islamic human resource management. It involves human resource planning, recruitment and selection, orientation, training, compensation and benefits, performance evaluation, and career development. Islam (Qur'an, 5:3) is a comprehensive way of life. Muslims are required to follow Qur'an and Sunnah in all aspects of their lives. Unconditionally, Islam encourages integrity and fairness in all dealings. In Islam, the principles guiding human resource management (HRM) are deeply intertwined with ethical and moral values derived from the Qur'an, Hadith, and the broader framework of Shariah.

Khan and Khan (2018) on the other hand state that Islamic approaches to HRM are grounded on three facets; Taqwa – which denotes piety, righteousness, and fear of Allah and Itqan entails doing things rightly. Whereas, Akhlaq refers to the ethical conduct or moral characters.

### ***Human Resource Planning***

Human resources planning is how management ensures that it has the right kind and quantity of employees in the right positions at the right times to carry out their tasks in a way that will help the company reach its goals overall (Piwowar-Sulej 2021). With regard to Islamic human resource management, this term is acceptable. The Qur'an inspires believers to organize their actions in a way that stays true to Allah's (SWT) intentions for creation in the Qur'an Q54:49.

*"Verily, all things have We created in (planned) proportion and measure" and in Q57:22 "No misfortune can occur on earth or in your souls but is recorded in a plan before we bring into existence".*

The passages made it abundantly evident that every creature, from conception to completion, follows a predetermined path. As a result, Allah (SWT) taught humanity that His creations are based on a predetermined scheme and accurate record any sincere believer would be wise to take note and imitate by examining the life and example of the Prophet Muhammad (SAW), we may discover that his actions, both in his religious and worldly pursuits, were well planned. Hashim (2009) stated that, Bukhari reported that the Prophet Muhammad (SAW) says:

*"If the Hereafter is about to occur and in the hands of one of you there is a plant (he is about to plant it in the ground), he must do so as long he has a chance".*

*The companion of the Prophet Abdulla bin Umar also stated:*

*"For your worldly affairs, construct your plans based on the assumption that you are going to live forever, and as for the work reserved for the Hereafter, construct your plans based on the assumption that you are going to die tomorrow."*

The aforementioned customs provide Muslims with yet another source of instruction when it comes to organizing their affairs. The organization's objectives cannot be achieved if the wrong people are not present at the appropriate times and places.

According to Nafi'Hasbi & Qoyum (2023) study, the framework for Islamic human resource planning can be divided into three parts: (i) evaluating present human resources; (ii) evaluating future human requirements; and (iii) creating a program to address those needs, while strictly adhering to the following Islamic principles; fairness, justice, respect, dignity, ethical conduct, work-life balance, development, empowerment, consultation, participation and social responsibility

### **Recruitment in HRM**

Swamy & Pradeep (2023) assert that recruitment is the process by which businesses find, recognize, and entice qualified candidates to apply for open positions. The final goal is to persuade the most qualified candidates to apply for the position, as effective recruitment is a key component of a successful selection process. The company can promote in print and electronic media to discover the right candidate, effectively informing and motivating job seekers in the process. The human resource manager is typically in charge of this duty in most firms. To guarantee that the person recruited is the most qualified for the position, the hiring process must be conducted equally and all decisions made carefully (Mahapatro, 2021). Given this, Islam demands that the person in control of hiring should be just and pious. This is to guarantee that all applicants receive just treatment and that the recruitment process is performed equitably.

A sincere working Muslim who upholds his religious commitments would demonstrate that he is just as accountable to Allah and His commands as he is to his earthly responsibilities. There is a widespread perception that a genuine religious or pious person is usually more honest. It is believed that a genuine devout manager would understand the need to present job openings in Allah's way, with trust and accountability. In Islam, a person is considered pious if they follow Allah's instructions, practice justice, and abstain from bad or destructive deeds. Therefore, it is most likely that a truly pious manager understands the requirement of conducting hiring and other HR procedures in Allah's manner, with trust and accountability. The Qur'an (4:58-59) states this requirement:

*"Truly, how wonderful is the instruction that Allah gives you! You must return your trust to those to whom it is due and judge everyone fairly when you make decisions between people! Because Allah is the One who sees and hears everything. O you who have faith! Respect the Messenger, Allah, and those in positions of authority among you. If you do*

*believe in Allah and the Last Day, then refer it to Allah and His Messenger if you disagree on anything. That is the greatest and most appropriate source for making a final decision”.*

Employers are obligated to provide applicants with the truth or relevant information about the positions. These comprise the job's prerequisites, the qualifications for those who hold them, and the salary that will be given (Pedulla, 2020).

Islam emphasizes justice and fairness in all dealings. In recruitment context, it entails equitable treatment of all prospective employees, fairness and unbiased decision-making. The Qur'an states (Qur'an 4:135).

*“O you who have believed, be persistently standing firm in justice, witnesses for Allah, even if it be against yourselves or parents and relatives”.*

This means that HR practices should be transparent and just, ensuring that everyone has equal opportunities and is treated fairly.

### **Selection in HRM**

Selection, according to Hewertson (2020) is a method of vetting job applicants in order to guarantee that the most deserving ones get hired. It is one of the most difficult occupations in any company since so many people apply for open positions at any given moment, making it difficult for companies to choose which applicants to screen. Selection decisions may also be influenced by nepotism and favoritism. Hussain, Razimi and Abd Rahim (2021) emphasize that a candidate for a position must meet the Qur'anic standards of merit and competence. As said in Qur'an 28:26

*“O my [beloved] father! Discuss his pay: the man who is reliable and robust is undoubtedly the best of men for you to hire”.*

Therefore, it is critical that Muslim managers comprehend the teachings of the Qur'an in order to avoid prejudice, acting in an unprofessional manner, and experiencing any kind of discrimination at work (Khan, 2024). Muslim managers always consider an applicant's competency. He related a story from Prophet Muhammad (SAW) based on Sahih Bukhari:

*“Whoever employs an individual and is aware that there exists another who is more competent than them has betrayed Allah, His prophet, and the Muslim community”*

Saani (2021) states that nowadays, friendship networks are the new form of selection, but according to the Islamic teachings hiring practices dictate that candidates must be chosen based on sharia principles. Literature on Islamic history indicated that Abu Zarr once requested to be appointed as governor, but he was politely informed that he was too weak to fill the position thus, his request was declined.

### **Orientation in HRM**

Orientation refers to the process of integrating new employees into an organization. This initial phase is crucial for helping new hires acclimate to their roles, the company's culture, and the overall work environment. (Mchete & Shayo, 2020).). Employees can ask questions, get to know the organization's procedures, and meet management and other coworkers during the orientation. The number of new hires and the organization's orientation plan determine how big an orientation should be. In addition to learning the policies and procedures of the company, orientation provides employees with all the information they need to succeed in their role at the company. The key to a new member feeling at ease and somewhat well-adjusted is a successful orientation. It decreases the possibility of subpar work output and the possibility of a sudden resignation by the new hire within the first two to three weeks of employment (Trevor & Piyantalee, 2020). Human resource managers must therefore use orientation as one of the

keys to HRM functions for the benefit of the organization, the customers, and the employees in all Islamic enterprises.

In Islam, orientation refers to the process of integrating new employees into the organizational culture while aligning with Islamic principles. This involves not only familiarizing them with the organization's goals, policies, and procedures but also ensuring that these align with ethical standards and values derived from Islamic teachings (Habib & Malik 2016). The orientation process emphasizes fairness, respect, and transparency, reflecting the Islamic principles of justice and integrity. It also involves educating employees about their rights and responsibilities within the workplace, fostering an environment of mutual respect and collaboration in line with Islamic values.

### ***Performance Evaluation in HRM***

Sahay and Kaur (2021) define performance appraisal as the structured process that establishes work standards, evaluates employees' work, and gives them feedback in order to encourage, grow, and sustain their performance. Decisions on salary and promotions are made using data from performance reviews. It is beneficial for career planning activities since it also plays a crucial part in performance management, aiding in the correction of flaws and the reinforcement of excellent performance. Islam acknowledges that there are both rewards and punishments in this life and the next. Through the revelation and His Messengers, Allah sends warnings and good tidings to humanity.

*"Whoever transgresses, we will punish him; he will then be returned to his Lord, who will punish him with a punishment never seen before." However, those who believe and practice righteousness will receive a bountiful recompense, and their labor will be made easy as we direct (Qur'an 18:87–88).*

A devout Muslim believes in the Day of Judgment, the Resurrection, man's participation in the divine court, and accepting reward or punishment, according to Ahmad (1995). He thinks that on the Day of Resurrection, the complete record of every man's deeds in this life will be shown. All of a man's actions during this earthly existence will be held accountable to him by his creator, Allah. The Qur'an states in Q34:3–4

*"No atom's weight, greater or less, escapes Him in the heavens or on earth; it is in a clear record." so that He might reward people who believe in Him and act morally. There is a rich and sufficient provision for them".*

This Qur'anic verse discloses that an individual's rewards and punishments on the Day of Judgment are determined by their entire conduct and behavior including their behavior at work during their lifetime. The guidelines included in the Quran reveal the normative domain. It falls into three categories: The Almighty's evaluation of performance, self-responsibility and control, and contractual arrangements.

### ***HRM Training and development***

Hasan and Chowdhury (2023) highlight that training in HRM context, focuses on improving specific job-related skills and competencies, ensuring employees can effectively fulfill their current roles. Development, on the other hand, is more about broader personal and professional growth, preparing employees for future roles and responsibilities within the organization. Training programs can include onboarding, technical skills workshops, and compliance courses, while development activities might involve leadership training, career planning, and mentoring. Both aspects aim to align employees' capabilities with organizational goals, boost productivity, and foster career advancement. Effective training and development

contribute to employee satisfaction, retention, and overall organizational success (Nguyen, 2020).

Ilham (2020) observed that the majority of training programs in the Muslim world heavily depend on Western approaches and methodologies, with little effort made to determine their relative cultural appropriateness and a focus on theory rather than implementation. Furthermore, the dearth of noteworthy management innovation in Muslim nations can be attributed to bureaucratic inclinations. Nonetheless, Aderibigbe et al. (2023) claimed that Islamic education and growth are all-inclusive, starting with a person's moral and spiritual maturation and ultimately manifesting in their physical development. In order to strengthen one's confidence in Allah, training and development should also be done. There is no doubt that training and knowledge are related. Islam suggests investing in workers' knowledge and abilities to reach higher levels through training and development.

Kumar and Dhiman (2021) assert that in this context, employees ought to labor to the best of their abilities, with all of their vigor and sincerity, in order to attain success and perfection for the benefit of society, themselves, and above all their eternal life. There is no doubt that training and knowledge are related. Islam suggests investing in workers' knowledge and abilities to reach higher levels through training and development. Islam views labor as a necessary component of a man's success in life; therefore, it not only encourages people to work but also drives them to strive for excellence and perfection in all they do. Regarding this, Kumar and Dhiman (2021) claims that Employees should labor to the best of their abilities, with all of their vigor and sincerity, in order to attain success and perfection for the benefit of society, themselves, and above all their eternal life. Muslims therefore have a duty to pursue knowledge and achieve perfection in their performance.

In Islam, the idea of Ihsan, which means excellence or compassion, is associated with goodness and something that Almighty Allah desires. Muslims must strive for perfection and quality in all aspects of life, including prayer, while always keeping in mind that the All-Powerful Allah is keeping a close eye on everything they do (Alwani, 2022). Furthermore, Prophet Muhammad (SAW),

*"Truly, Allah has commanded goodness in everything..."*

### **Benefits and Compensation**

Muslim managers ought to create a pay structure that will inspire workers to put in their best work while simultaneously meeting their basic requirements. Muslim managers should take into account several crucial criteria while creating a remuneration package, including the employee's needs, performance, abilities, company profitability, sort of employment, firm location, and competitors' packages. As stated by Weiss and Hartle (2023) the goal of all pay, direct or indirect, is to find ways to incentivize people to work as efficiently as possible in a constantly changing corporate environment and to acknowledge the worth of their performance. Islam highlights the need to pay laborers a fair and sufficient wage, taking into account the quantity and quality of the work they do, their needs and requirements, and the general state of the economy in the community (Buana & Budiman, 2022). Islam forbids forced labor and other forms of compulsion. Instead it mandates that worthy employees receive their full pay for their labor; no reductions are allowed. According to Abu Huraira's narration, the Prophet (SAW) declared,

*"On the Day of Judgment, I will act as a plaintiff against the person who engages some worker on work and takes full work from him but does not give him [full] wages" (Bukhari).*

Islam also properly recognizes the dignity of work and employment while denouncing slavery.

*"Nobody has ever eaten a better meal than that which one has earned by working with one's own hands,"*

Gunawan (2024) states that Muslim businesses have recently started offering compensation comparable to that of Western nations, which frequently violates the equality principles of a compensation system that was highly valued in the early years of the Muslim republics. Firstly, employment is a contract, both the employer and the employee have obligations to fulfill. The Qur'an not only commands believers to fulfill their obligations but also to refrain from circumventing the agreement (Q7:85)

*"Nor withhold from the people the things that are their due."*

### **Career growth**

"Career" has multiple connotations. As used in common parlance, it might refer to career progression, a vocation, or a lifetime of employment (Akkermans, Spurk & Fouad 2021). Regardless of the definition of a career, HR managers must consider the professional growth of all of their staff members, including themselves. Managers ought to extend their support to staff members who wish to enhance their knowledge and skills through domestic and international higher education, as this will enable them to make greater contributions to the business and society at large. The process of development is ongoing and never-ending. Someone once said, "Whoever is not better today than he was yesterday, he will be backdated."

Islam believes that there is always space for development. Regardless of the level of expertise or understanding, Prophet Muhammad (SAW) always asks the Almighty Allah to increase his knowledge (Holy Quran 20–114). Encouraging growth and development is a key aspect of HRM in Islam. The Qur'an encourages the pursuit of knowledge: "Say, 'Are those who know equal to those who do not know?'" (Qur'an 39:9). This principle supports the idea that HR departments should invest in career growth programs to enhance the skills and capabilities of employees.

### **Islamic Human Resource Management and Education**

In the context of Islamic education, the principles of HRM must be approached not only as management strategies but also as educational tools that shape character and behavior in alignment with Islamic teachings. Human Resource planning, for instance, can be linked to the concept of *Taqwa* (piety) and *Itqan* (excellence in action) as essential components of personal development within an Islamic educational framework. The focus on *Akhlaq* (moral character) reinforces the idea that HRM practices are not merely about maximizing organizational productivity but also nurturing ethical, responsible individuals. This aligns with the educational goals of instilling good character and moral integrity in students, who are expected to reflect these qualities in both their professional and personal lives.

### **Recruitment and Selection in Islamic Education**

Recruitment practices, which ensure that candidates are selected based on merit and competence, mirror the ethical education that Islamic schools aim to impart to their students. This notion of *merit-based selection*, rooted in the Qur'an and Hadith, emphasizes the importance of choosing individuals who embody not only technical competencies but also strong ethical values. Islamic education thus plays a crucial role in shaping candidates who are ready to contribute positively to their organizations, carrying forward the values of justice, fairness, and integrity.

In an Islamic educational setting, students are taught to prioritize these values in all their dealings, which will influence their approach to recruitment and selection in the workplace. By fostering an understanding of *'adalah* (justice) and *amanah* (trust), Islamic education ensures that future leaders make decisions that honor these fundamental Islamic principles.

### **Training and Development in Islamic Education:**

Training and development within Islamic HRM are not limited to technical skills but also encompass the spiritual and moral growth of individuals. The concept of *Ihsan* (excellence) is central to Islamic teachings, and it extends beyond academic knowledge to all aspects of life, including the workplace. In the educational context, this emphasis on *Ihsan* encourages individuals to pursue excellence in their roles, both spiritually and professionally. Thus, the HRM training programs that follow Islamic principles must focus on both professional skill development and the enhancement of spiritual awareness, ensuring that employees embody the holistic teachings of Islam in their careers.

The concept of continual personal development is deeply embedded in Islamic education, where the pursuit of knowledge is seen as a lifelong journey. HRM training, therefore, aligns with Islamic values by emphasizing continuous learning and self-improvement, encouraging individuals to better themselves in both their career and their faith.

### ***Performance Evaluation and Islamic Educational Values***

Performance evaluation in Islamic HRM also takes into account an individual's character and contributions to the community, reflecting the holistic approach of Islamic education. As in Islamic educational institutions, where students are evaluated not just for academic achievements but also for their moral and ethical behavior, HRM evaluations should incorporate both professional performance and ethical conduct. The values of accountability, as outlined in the Qur'an and Hadith, make clear that individuals will be held responsible not just for their work but also for their actions and intentions, both in this world and the hereafter.

By integrating these principles into HRM, Islamic education helps cultivate a workforce that is not only competent but also morally responsible and spiritually aware. The emphasis on personal accountability in Islam encourages HRM to foster environments where ethical behavior and professional excellence are valued equally, creating a workplace culture that mirrors the values taught in Islamic education.

### **Conclusion**

This study inferred that Human Resource Management (HRM) encompasses eight key functions: HR planning, recruitment, selection, orientation, performance appraisal, training and development, compensation and benefits, and career development. The primary goal of these functions is to ensure that an organization has access to a skilled, committed, ethical, and responsible workforce, capable of maximizing the interests of both internal and external stakeholders. While the operational aspects of Islamic HRM share similarities with Western HRM, there are significant differences in content, philosophy, and spirit. Islamic HRM is grounded in the teachings of the Qur'an and Sunnah, which provide specific guidance on the duties and responsibilities of managers, employers, and employees. For organizations to achieve the greatest benefits in this world and the hereafter, it is essential that Islamic HRM functions be implemented in accordance with these Islamic principles. If Islamic HRM is not aligned with the teachings of Islam, its potential benefits will not be fully realized. This study offers valuable insights for Muslim managers, employers, and workers seeking to carry out their professional and managerial duties in line with Islamic teachings and presents a foundation for future research in the field of Islamic HRM.

In relation to Islamic Education, aligning HRM practices with Islamic values supports the broader objective of cultivating ethical, socially responsible, and spiritually grounded individuals within the workforce. By integrating the teachings of Islam into HRM practices, organizations contribute not only to the professional development of their employees but also foster an environment that nurtures both personal and collective growth in accordance with Islamic ethics. This approach is particularly relevant in Islamic educational institutions, where

the integration of Islamic principles in management and operational practices contributes to the holistic development of both students and staff. These practices not only improve organizational performance but also ensure a work environment that upholds Islamic values in all aspects of human resource management.

### **Conflict of interests**

The author(s) declare that they have no conflict of interest.

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