

Application of Islamic Values in the Application of Human Resource Management Practices (Studies in Islamic Hospital Fatimah Employees Cilacap)

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Abstract

Management is a product of community culture. Management practices that are successful in a country or a company may not necessarily be applicable elsewhere due to differences in culture and values. Indonesia is a country with a Muslim majority, so Islamic values are part of the lives of Indonesian Muslims, one of which is in the process of implementing Islamic Work Values (IWW) in the workplace. This study will discuss the application of Islamic values in the practice of Human Resource Management and how important it is to apply these Islamic values in the workplace. The data collection method in this study used an interview technique conducted with 5 employees at the Fatimah Islamic Hospital in Cilacap. The method used is a qualitative method with a phenomenological approach. The results in this study indicate that the application of the values of trust and responsibility, fairness, Ihsan, mutual assistance, and deliberation have been implemented well in the practice of Human Resource Management. All of the informants felt that applying Islamic values in the workplace could improve their quality, create a feeling of security, comfort, and increase morale as well as a reminder to align their intentions and goals at work.

Keywords

Islamic human resource management, principles of business management in Islam, Islamic work value



I. Introduction

In this era, globalization increasingly recognized that differences in management styles between countries are not the same. Hofstede (1980), in his research, states that there are many differences in employee motivation, management style, and organizational structure of companies around the world. This is due to geographical differences, cultural differences, and values that produce different characteristics of people's views of life. Because of these differences, not all management practices can be generalized everywhere.

Management and organization have evolved in various cultural values and institutions. Management thinking is a process and product of its cultural environment (Wren, 2005). So management is not a value-free science. Thus, although management is an organized collection of knowledge, management is still a culture (Peter Drucker, 1977).

In Indonesia itself, religion is one element that cannot be separated in everyday life. Over the past decade, Indonesia has experienced a significant change in people's behaviour towards sharia. This change can be felt with the start of the trend Halal Lifestyle with examples of the reality that can be witnessed, such as the phenomenon of women wearing a hijab, giving a halal label to a product, Islamic banks, sharia hotels and many other sharia phenomena which They are likely to continue to grow in the next few years. This is reinforced by the entry of Indonesia into the top 10 owners of the most significant Islamic

financial assets in the world; this is a sign that Indonesia is increasingly competent to be taken into account in promoting the development of Islamic finance not only in Indonesia but in the world. This can be proven by the image below:

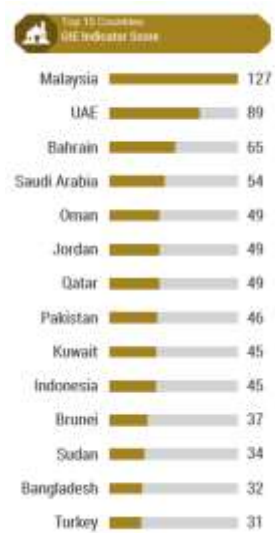


Figure 1. Global Islamic Economy Indicator Ranking 2018/2019
Source: State of the Global Islamic Economy (2018)

Religion has a significant influence on social values in Indonesia. So that the management system that is practised should be based on cultural values and religious values in Indonesia. The increasingly widespread phenomenon of sharia in the community has a considerable impact on applying Islamic values in all aspects, not only in social aspects but also in parts of management and business in Indonesia. Indonesia itself is a country with the largest Muslim population in the world. The Pew Forum on Religion & Public Life (2010) reports that Indonesia ranks first as the country with the largest Muslim population, with 209.1 million adherents of Islam in Indonesia or 87.2% of the total population. Since most of Indonesia's population is Muslim, the practice of Human Resource Management in Indonesian companies should be primarily influenced by Islamic values, including halal in the health sector.

Halal hospitals in Indonesia are a significant concern with the predominantly Muslim population. In this study, we will discuss the application of Islamic values in the application of Human Resource Management practices. The advantages of a sharia-based hospital are the guarantee of halal nutrition, the care of the patient's genitalia during treatment and the emergency period, and guarantees for maintaining faith and worship for Muslim patients. It will conduct this research at Fatimah Islamic Hospital, Cilacap, located at Ir. H. Juanda No.20 Cilacap, Fatimah Islamic Hospital Cilacap has been known to have implemented Islamic values in its operational and management activities.

II. Review of Literature

2.1 Islamic Human Resource Management

The general concept of religion is a collection of beliefs, worship and behaviour. However, Islam special is in that it has a social order that produces goodness that aims to regulate all aspects of people's lives (Ali, 2005). In most countries, the impact of the religious context on HR is embedded in the regulations governing employee-management relations.

These regulations can be linked to employee rights, such as participation in decision-making and trade unions, wage levels, job security and equal employment opportunities (Hashim, 2009).

The practice of Islamic HR refers to the guidelines contained in the Qur'an as well as the traditions of the Prophet Muhammad SAW as a source of Islamic authority (Weaver and Agle, 2002). In the Qur'an, it is stated that trade transactions and the distribution of wealth must be carried out honestly and fairly. Then the Qur'an also encourages that every individual is entitled to more skills and knowledge and honours those who do their best in earning a living.

2.2 Principles of Business Management in Islam

The main guidelines for Islamic business management are the Qur'an and al-Hadith, which provide explanations of various forms of orders, prohibitions, warnings, threats, good stories, good news and metaphors (Shaleh et al., 2002). Therefore, running a business must refer to the principles of Islamic business management. As for some of the principles of Islamic business management, as follows:

1. Trust and Responsibility

Concerning management, to achieve an expected goal, everyone in the organization receives a mandate that must be accounted for following their respective fields. The trust received must be accounted for because it is a deposit from God that it must guard.

2. Fair

It is understood that business management activities based on the Koran must always pay attention to matters of justice. All parties involved in business, such as entrepreneurs, managers, employees, investors, producers, consumers (customers), and suppliers, must act pretty. In companies, it must practice justice. For example, fair in giving rewards and assigning tasks to employees according to their abilities. Injustice will cause problems in the company/organization, such as decreased morale and decreased trust and ultimately lowers the performance of employees (Mas'ud, 2017).

3. Ihsan

There are two scopes of Ihsan, namely Ihsan, in worship where every Muslim is obliged to carry out all types of worship such as prayer, fasting, zakat, hajj and so on in the right way. The second is Ihsan in muamalah which means doing good in interacting with fellow human beings in family, business and society. In practising Islamic business management, one should always work with Ihsan, namely doing the job correctly and perfecting it.

4. Please and Help

In Islam, help each other to do good and purity, including the social teachings contained in the Qur'an. So that humans are obliged to help each other in doing things that are beneficial for themselves, fellow humans and the affairs of the world and the hereafter. In Islamic business management, all activities are a means to help each other in goodness. Business activities are not merely considered world affairs but also as activities to serve Allah and serve fellow human beings.

5. Deliberation

With the development of community activities, especially in business (commerce), the guidance from Islam for deliberation needs to be considered and implemented in business management activities. Today, business people face demands from various parties. Therefore, consideration is said to be one way that it can apply to solve problems so that business management can run well following Islamic guidance (Mas'ud, 2017).

2.3 Islamic Work Values

The primary sources of Islamic thought are the verses of the Qur'an and the traditions of the prophet. Islam seeks to provide goodness to all humanity following its rules and principles. The unified system of Islamic worldview covers all aspects of both worldly and hereafter - including business aspects. Islam emphasizes goodness and good qualities such as cleanliness, piety, benevolence, cooperation, consistency, consultation, equality, forgiveness, gratitude, justice, patience, transparency, trust and strength (Wahab, Quazi, & Blackman, 2016). The war that occurred in Islam was due to obstacles in the proselytizing or economic factors, security and so forth (Muhibuddin, 2019).

Islam teaches all aspects of every human activity. Therefore Islam is often called a comprehensive religion. The symbol of Islam, we can explain the concept of Islam that is used in a message that is conveyed to other people (Riauan, 2019). Islam means the spread of da'wah. Da'wah does not only mean lecturing as a traditional way, but can use a variety of modern facilities in other not out of date (Saragih, 2018). The focus of Islam includes both individual lives and directs interactions between human beings in everyday life. The concept of sharia compliance must be superior to other ideas. Muslims are required to apply all the elements as an act of worship, which aims to get the blessings of Allah SWT in their endeavours in life. Therefore, it is an obligation for Muslims who have organizations to practice Islamic work values in managing Human Resources.

III. Research Methods

This study was conducted to analyze the application of Islamic values in Human Resource Management and how important it is to apply them in the workplace. This study will use data analysis with a qualitative method approach. Denzin and Lincoln (2005) describe a qualitative approach to gain perspective on a problem being investigated in a specific context that explains the meaning of participants' experiences and opinions. The qualitative approach model used in this research is a phenomenological study.

The sampling method in this study used a purposive sampling technique (according to the purpose). The resource persons in this study consisted of 5 participants representing the upper, middle and lower levels of management at RSI Fatimah Cilacap. Member check is also used in research; data checking aims to find out the data being studied follows the source's intentions.

IV. Discussion

4.1 Human Resource Management Practice at RSI Fatimah Cilacap

a. Recruitment

The initial process before conducting Recruitment and Selection, the HR department will accommodate proposals from all units in the hospital with an analysis of each team based on the last three months data to be used as an estimate for the 3 months next. The HR department will accommodate proposals in September each year. The next stage is planning

the Prokera (Work Program and Budget), adjusted to the Renstra (Strategic Plan). After it has been approved by the Foundation and the Board of Directors, the Prokera results will be announced to the proposing units to be notified which proposals have been accepted and which have not been accepted. Accepted and which teams the proposal has not yet been accepted for.

Furthermore, the SDI section is in charge of implementing Recruitment and Selection and compiles the process. The following are the stages of the Recruitment and Selection process at the Fatimah Islamic Hospital in Cilacap:

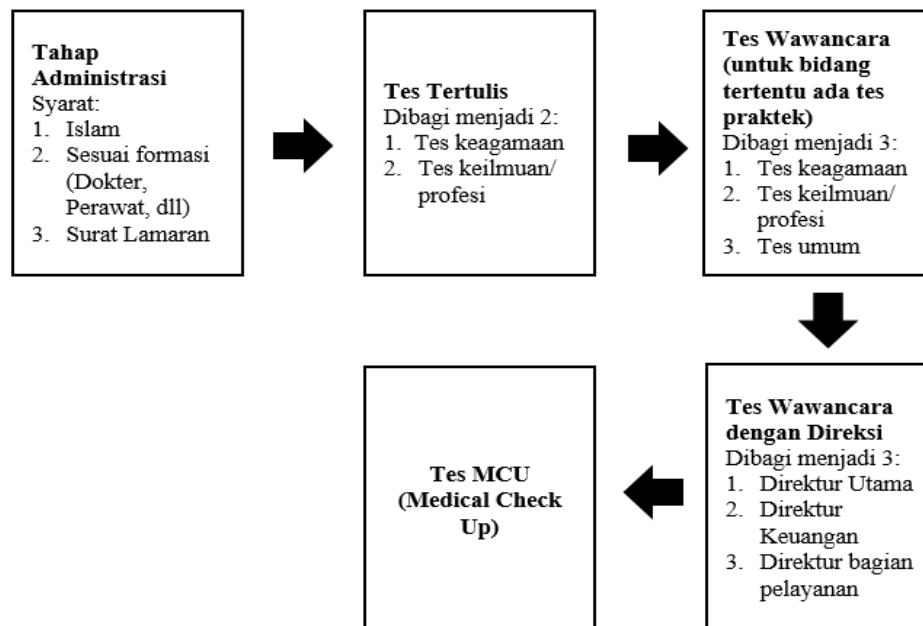


Figure 2. Recruitment and Selection Process at RSI Fatimah Cilacap

In the Recruitment and Selection process, prospective employees must be Muslim. In the series of tests, there are religious tests, namely written tests and interviews containing material on the basics of Islam and a test to read the Koran. The following is the explanation given by the resource person during the interview:

"RSI does not only prioritize intellectuals, it means that it is a balance between our intellectuals, we can understand our work procedures, we can do our science but we can also know about Islam, that's why there is a test read the Qur'an". (Bella Nadia Prasetyo, Pharmacist).

b. Training and Development

The training and development carried out by the Fatimah Islamic Hospital in Cilacap focuses on scientific and professional skills and prioritizes Islamic teachings in carrying out their work. Fatimah Islamic Hospital in

Cilacap accommodates scientific and professional training based on the laws and regulations of the Minister of Health. In addition to scientific training, there is also training based on Islamic teachings, namely Mandatory Fiqh Training. This training material aims to make hospital nurses competent in providing information and worship guidance to patients and their families. It is hoped that the nurses can accompany patients related to patient worship, when sick or in sakratul maut (guiding talking) with this training. In addition, there is also guidance on reading the Qur'an, studies, and others.

c. Performance Assessment

The aspects assessed at the Fatimah Islamic Hospital in Cilacap are behavioural, religious, and competency. The behavioural factors considered were arriving on time, wearing attributes from the hospital, being disciplined, solving patient problems, communicating with patients, neatness and responsibility. Then, according to the religious aspects that are assessed, among others, the obligatory and sunnah prayers are routinely performed or not, reading the Qur'an, memorizing the Qur'an, fasting, infaq, study attendance, etc. The study report is written in the monitoring book provided. The results of the studies' summary are then collected to the head of the installation/unit. The behavioural and religious aspects assessment time is carried out once a year. Explanation of the annual assessment on the spiritual aspect according to the resource person:

"Every year the monitoring book is collected and tested one by one, for example in a month you have to participate in 3 activities, if less than 3 you will get a less score because you don't meet the target". (Destiana Ika Putri, Midwife).

For aspects of competence according to have their assessment format depending on the profession or unit. Each unit adjusts the assessment time for competency aspects; some are every month, three months, six months and one year. In addition to the annual assessment when a class increase, promotion, salary increase, and transfer.

d. Compensation

The salary system at Fatimah Islamic Hospital Cilacap consists of basic salary, position allowance, available allowance and service allowance. For basic wages following the local UMR, usually for permanent employees, there is an addition every year, then position allowances intended for committee heads, section heads and heads of affairs. Second, functional/professional allowances for doctors and pharmacists. Third, special assistance for specific units with a high risk, such as radiology, radiation and cashier verifiers. Employees who get a work schedule on Eid al-Fitr and Eid al-Adha, the hospital rewards all those who work overtime. Employees who are active in spiritual guidance will receive going for rewards for Umrah. Fatimah Islamic Hospital in Cilacap, in the process of providing compensation, always performs a double cross-check to ensure that there are no errors in payroll. The accumulated data from each unit will be accommodated by the SDI section, which will then be deposited to the finance section. The finance department will check data from SDI and synchronize data in the system, which is constantly updated or updated from employee data such as years of service, position, benefits received by each employee and education level. So that automatically if there is different data can be immediately identified and followed up.

4.2 Application of Islamic Values in HR Management Practices at RSI Fatimah Cilacap

Based on the discussion results regarding the process of Human Resource Management Practice activities at the Fatimah Islamic Hospital in Cilacap, it can conclude that Islamic values have been proven to have been carried out in the application of daily work. The following is a description of Islamic values that Fatimah Islamic Hospital in Cilacap has implemented:

a. Trust and Responsibility

When working, we are trusted to complete a task or job that has been given so that operational activities within the company can run well. Moreover, running a business in the health sector, especially hospitals, is a big responsibility to gain trust in treating and curing patients. Therefore, employees at the Fatimah Islamic Hospital in Cilacap are very dedicated to carrying out the mandate that has been given. Based on the explanation of the HR management process implemented at the Fatimah Islamic Hospital in Cilacap, it can be seen that there are reflections of the implementation of the value of trust in the workplace. From the recruitment process, prospective employees are severe in following the procedure. After being accepted for work, it must assess employees. It is a reflection of trust and responsibility. In addition, employees at Fatimah Islamic Hospital are not only concerned with worldly affairs or work. They work sincerely to follow all directions and rules from the hospital and the Act's regulations; they devote their lives to caring for patients, praying for patients, entertaining and motivating patients tirelessly. Employees are also required to work while increasing worship by carrying out Spiritual Guidance activities. The following are the activities of Spiritual Guidance at the Fatimah Islamic Hospital in Cilacap:

1. Reading the Qur'an and spiritual cleansing every morning before starting work;
2. Learn makhraj and tajwid to read the Qur'an;
3. Memorizing the Qur'an Juz 30;
4. Morning together;
5. Systematic studies.

The Spiritual Guidance activities above are still prioritized to be carried out even amid busy work. Because working at the Fatimah Islamic Hospital in Cilacap is not only looking for rewards but solely for worship with the pleasure of Allah SWT. Employees are also required to improve their skill competencies. When they participate in training, seminars & workshops, they obey and follow with enthusiasm to meet the gap between skills and demands.

Job. A straightforward example of implementing the value of trust is discipline and punctuality. Discipline in terms of attendance, discipline in completing work and discipline in participating in spiritual guidance activities. As a statement of one informant:

"... Try to be present on time because at 7 we are already sitting down to recite the Koran, so if we are late, we will be caught out". (Bella Nadia Prasetyo, Pharmacist).

Based on the statement from the resource person above, one of the benefits of spiritual guidance activities is to create a conducive work environment. By applying Islamic values, we can better understand adab and morals so that the results will follow well too. So it can conclude that the Islamic Hospital highly upholds the importance of trust because the work done is very noble, namely caring for sick people so that they have unwittingly increased the sense of humanity in employees to be able to work with full responsibility because it can involve the safety of life. Others.

b. Fair

Applying the value of justice at the Fatimah Islamic Hospital in Cilacap provides rewards and punishments. One example of giving tips is Umrah for employees who are active in spiritual guidance activities. This is a sign of appreciation from the company for employees' hard work for actively contributing to activities Bimroh. This is also a reference for other employees to be more enthusiastic about competing in worship. Not only in terms of spirituality, in the field of work, there are also rewards for exemplary employees and years of

service. For employees who are already working six years to get compensation off a big for a month in a year, it could take two times. Then during Eid al-Fitr and Eid al-Adha for employees who get work shifts on that day, overtime is calculated.

Then for punishment, there are stages at the Fatimah Islamic Hospital in Cilacap. For minor mistakes, they will be reprimanded a maximum of 3 times verbally. If given a warning, there is no change, and it will be reported to the Ethics Quality Committee for follow up given SP I, SP II and SP III. If an employee with status is still a contract employee but has committed a serious violation related to attitude, he will usually be considered for termination. From the example of the application of reward and punishment above, it can seem that justice has been applied because the rights of employees have been considered and fulfilled correctly.

Another example of applying justice in Islamic Hospitals is in the payroll system. The basic salary for permanent employees will increase every year. The nominal service allowance will adjust to the accumulated number of patients who come each month so that the material obtained is following the workload. For professional budgets, the benefits received for employees in contract status are still not complete 100% but only get 50%. The difference in the nominal salary is not intended to discriminate between contract employees, permanent employees, and employees with longer tenures. This has been formulated and calculated carefully so that each employee gets material following the level of difficulty of his work and the workload they have been working on. In addition to service points, the company gives awards because employees have been committed to working at the Fatimah Islamic Hospital in Cilacap for a long time. Of course, they have contributed a lot to the company.

c. Ihsan

After knowing the process and implementation of Human Resource Management Practices at the Fatimah Islamic Hospital in Cilacap, it can be concluded that there is a balance between work and worship.

Because in addition to being required to work well, employees are also required to take part in Spiritual Guidance activities such as reading the Qur'an, correcting the reading of the Qur'an, memorizing the Qur'an, praying in congregation at dawn and attending regular studies. With all the routine work of employees, they still worship Allah SWT. So that you don't just focus on the world but also think about the hereafter, this aligns with the Ihsan principle.

Ihsan's work quality is also one of Ihsan's principles. What needs to be done to improve the quality of employee work is to carry out training and development programs so that employees can improve and add skills at work. In addition, Fatimah Islamic Hospital Cilacap also strictly complies with the Regulation of the Minister of Health in fulfilling the expertise that its employees must obtain. According to resource persons in the pharmacy department, each pharmacist must have a Pharmacist Registration Certificate valid for five years. So after five years, you have to renew the letter by attending a seminar following the laws and regulations, and the Fatimah Islamic Hospital in Cilacap facilitates it.

In addition to seminars and workshops, internal hospital training is also carried out to increase skills according to the profession. Still, there is also training to add insight and religious knowledge. Another activity that reflects the value of Ihsan is doing good. One example of kindness that is reflected according to the resource person's statement is:

"When a friend/co-worker is no longer enthusiastic about participating in spiritual guidance activities, we must remind and encourage each other, the environment supports each other". (Normala Sari, Head of Personnel Affairs).

Based on the resource person's statement above, they create a mutually supportive work environment in terms of goodness. Employees obtain spiritual Guidance activities, but patients also get these services. The difference is that the Spiritual Guidance received by the patient is that there is a visit from the ustadz/ustadzah to pray together, be given advice, and be motivated.

d. Would you please Help The

It can reflect the activity of helping each other in the workplace in the work environment between co-workers. Based on the resource person's statement, one example of mutual assistance in the workplace is that it is allowed to exchange work shifts because there are several cases where employees experience a disaster or urgent need, so they cannot attend to work. This can be circumvented by exchanging changes with co-workers who are willing. So that the work continues to run smoothly as it should without a shortage of employees. Moreover, the job or profession in the hospital, in general, is helping to serve patients. Doctors and nurses who treat patients when they are sick are also categorized as ta'awun. As stated by the resource person:

"...then the sense of humanity is higher, moreover we are medical personnel, taking care & serving people, sick people too". (Bella Nadia Prasetyo, Pharmacist)

Based on the explanation of ta'awun above, the conclusion obtained is that it can get many benefits. Besides being able to lighten the burden of others, ta'awun can increase humanity, empathy and as a form of gratitude to Allah SWT.

e. Deliberation

Deliberation is essential in Islamic teaching because, with consideration, humans can find solutions to problems that occur correctly and wisely. Not only that, but deliberation can also foster commendable qualities such as respecting each other's opinions, brotherhood, not forcing one's will and understanding other people's different views. Reviews are also inseparable from routine activities at the Fatimah Islamic Hospital in Cilacap. Examinations are held in the form of briefings to evaluate the work. The following is an explanation from the resource person:

"In the SDI unit after the Koran there is a briefing at least every 2-3 days. Because I have to ask what achievements were yesterday's, what were the difficulties, what tasks will be done today, what are the targets for achieving them". (Marina Kurniati, Head of SDI & Da'wah Division).

In addition to deliberation for the level of each unit, there is also a level for hospital coverage which is carried out in the form of meetings. There are coordination meetings and quality improvement meetings. The coordination meeting is a meeting of structural officials (head of the division, head of the field, and head of the installation, to head of affairs) with the board of directors. Meanwhile, quality improvement meetings for all employees up to the executive level will be invited.

At Fatimah Islamic Hospital Cilacap, there is a Business Briefing held annually as a supplement or In House Training additional. The following is an explanation regarding this matter from a resource person:

”So every time we enter the beginning of year the new fiscal, it is certain that the trimester first between January and March we will hold a Business Briefing. It's the hospital that has held it so far, this lack is related to the picture of the hospital & all employees are participating.” (Caesar Arianto, Head of Education and Training Affairs & Development).

Then briefings for unit coverage must be carried out every Monday, but usually, almost every day, there will be briefings for coordination with co-workers or specific events (fluctuating). At the end of the year or in the trimester, the last Provera Meeting will also be held for the work program plan for next year.

Based on the resource persons' presentations above, it can conclude that the values of deliberation have been carried out at the Fatimah Islamic Hospital in Cilacap. Because it is proven by conducting consideration that there are many benefits, including a unifying means for gathering, it is the best method to achieve the truth or clarity of problems (Hasbiash-Shiddiqy in Majid, 2019).

4.3 The Importance of Implementing Islamic Values in the Workplace

Presenting Islamic values is essential and appropriate in life, especially work. The positive impacts felt by workers include improving self-quality and feeling safe and comfortable when working. In addition, with the Spiritual Guidance activities, workers also feel an increasing sense of caring and humanity towards others, increasing morale and as a reminder to straighten intentions rather than goals at work.

V. Conclusion

This study produces an overview of how the process of Human Resource Management practices carried out with Islamic values has a positive impact on employees and the company. This study supports previous research (Yousef, 2001; Rahman et al., 2006; Ali & Al-Kazemi, 2007; Khalil & Abu-Saad, 2009; Kumar & Rose, 2010; Rafiki and Wahab, 2014), which concluded that values Islamic values in organizations contribute to higher performance and bring prosperity and well-being to society at large. The results of this study indicate that the importance of trust and responsibility, fairness, Ihsan, mutual assistance and deliberation have been implemented well in the practice of Human Resource Management. They also agree that applying Islamic values in management strongly relates to organizational change, commitment, and job satisfaction. This study also found other Islamic values that it did not discuss in-depth, namely the importance of gratitude (gratitude), mujahadeen (hard work), honesty, aman (sincere, sincere), muhasabah and-nafs (self-evaluation), toharah (cleanliness), patience and niyyah (good intentions).

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