

Human Resource Development in Islam and the Management of Muslim Organizations

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Abstract

The practice of the HRD function has been found to have very important benefits to the organization and the employees involved. The HRD function is a very important strategic tool for the organization and when its practice is done the Islamic way it likely to come with a lot of benefits. HRD in Islam is about the fair treatment of employees by the employers. This study was about human resource development in Islam the often-forgotten concept in the management of Muslim organizations. The study examined the need for implementation of Islamic perspective of HRD in Muslim organizations and the need to find out the possible solutions to problem of failure to implement the Islamic perspective of HRD in Muslim organizations. The methodology employed was to examine the literature relating to human resource development, need for its implementation, related problems and the possible solutions to problem of failure to implement the Islamic perspective of HRD. The findings indicate that implementation of HRD in the Islamic perspective has enormous benefits like improved work performance moral build up. It was also found out that many Muslim organizations do not implement HRD with the Islamic perspective in their organization because they lack knowledge related to the same. It's also found out that creating awareness about HRD practice in Islam will help to bring about the much-anticipated practice among Muslim organization.

Keywords: Human resource Development, Islam, management, Muslim organization

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A. INTRODUCTION

One of the key functional areas of human resource management (HRM) is human resource development. HRD is one of the functional areas of human resource management in which the organization provides training and development opportunities to the employees so as to enhance their abilities to perform their jobs. Human resource development (HRD) is one area that facilitates the effective use of employees in an organization so as to achieve organizational goals and objectives. When there is no enhancement of employee knowledge and skills the organization will not be able to make use of the employee's potential in the achievement of organizational goals and objectives.

[Ashari, et al., \(2017\)](#), the concept of HRD in Islam has its purpose embedded in the belief that the employer should enable the employee realize his full potential which makes the employee competent and efficient at work. The holy Quran says in chapter 28 verse 26 says ".....truly the best for thee to employ is a man who is strong and trust worthy". By this Islam stresses that for the purpose of HRD the employee should be competent at work when it says being strong and trustworthy.

HRD facilitates the effective use of employees in an organization and without it the organization will not achieve its goals and objectives. HRD programs will enable the employees to acquired skills, knowledge and a good attitude required to do work, [\(Fathi, et al., 2023\)](#).

In Islam all institutions are supposed to function based on Islamic principles. Be it private or state enterprise. Therefore, practicing HRD on Islam will have greater benefits for the organization and the employees where it is being practiced. Although many Muslim organization have had the chance to prosper and grow, there has been little attention put to management of these organizations based on the Islamic principles. [Rahmi, et al., \(2020\)](#), HRD as a key function in HRM has had little attention if any making many of our Muslim organizations function as though they are not Islamic based. Little attention has been put towards the application HRD based on Islamic teachings. This research there strives to show how application of HRD based on Islamic teachings will help both the organization and the employees prosper as it is often forgotten in the management of Muslim organizations. This research want to examine the need for implementation of Islamic perspective of HRD in Muslim organizations and ways of how to improve on the implementation of the Islamic perspective of HRD in Muslim organizations.

B. LITERATURE REVIEW

Human resource development

The people factor plays a very critical role in a successful business strategy. Human resources are the most valued asset in any organizations, [Seeck & Diehl \(2017\)](#), says that the organization HRD policy has to align itself with the organization strategy and employees' skills should be developed in line with the organizational strategy requirements to ensure that they are strategically prepared. Human resource development as a concept originated from the massive development effort in the United States following the Second World War. This development effort was based on training within the industry based on performance and enhancement of work place human relations. Following the 1970s it was referred to as contemporary human resource development, [\(Thite, 2022\)](#). Over the past two decades, human resource development has become the fastest growing area of management development, due to the great interest of organizations in the face of intense competition and changes in the business environment, [\(Piwowar-Sulej 2021\)](#). Competent human resources are the critical strategic resources in the organization for which effective HRD is important and indispensable.

If an organization is to have a skilled and competent workforce, it must have effective Human Resource Development programs, [\(Han & Stieha 2020\)](#). A more practical solution to enhance employee capabilities is to help them improve on their knowledge and skills to enhance the way they perform and this can be achieved through employee training. The development of human resource is considered a very important aspect in Islam. The Quran declares man as the representation of God on earth and whose main possession is knowledge. Therefore, the development of the human is one of the key fundamentals in HRD as Islam says that individuals are supposed to seek for knowledge from the cradle to the grave and which knowledge extends to worldly knowledge. [Madani \(2022\)](#), in Islam human are created in the best form but with a potential towards good and bad. It's the teachings that will help the individual to perform towards good. Islam focuses on the wellbeing of people and since it's a complete way of life it talks about every aspect of human life including the development of human resource. Islam

therefore calls for a moral obligation and professional obligation to the employee to seek for knowledge and wisdom. Islam suggest that employers will help the employees in this endeavor and the training should be extend to all without discrimination of any sort. It is reported that Abu Darda one of the companions of the prophet one said that "no one can be pious unless he is knowledgeable and he cannot enjoy knowledge unless he applies it practically" in the context of this study HRD refers to the organized learning activity within an organization aimed at improving performance of employees which will eventually lead to the development of the organization. The organized learning focuses on improving knowledge, skills and any other capabilities that are required to do work. Important to note is that in Islam the development of employee is not only directed towards the performance of the organization but also to help the employee seek the pleasure of Allah since Allah is the creator of the universe and whatever is found in it.

The concept of HRD in Islam

In Islam the concept of learning and training started way back in the mosques. It was mainly in circles which later gained the name "Halaqa" which was a circle of people learning from an instructor. The instructor was the most knowledgeable. HRD has existed since the introduction of HRM in the management of organizations. However, in Islam the concept or terminology has no direct meaning but the practice involved is more related to knowledge acquisition which Islam has already talked about. In Islam employee's development extends to mere organizational performance to spiritual aspects of an individual and the ultimate goal for all the activities done by man is about worship. When activities are done well and good the man is considered to have done an act of worship, [\(Toumi & Su 2022\)](#).

In the development of man, the Islamic perspective means growth in his physical and intellectual being as well as his spiritual elevation. Therefore, human resource development in Islam is a two-dimensional development of man namely his physical development and his spiritual development. Man should acquire positive thoughts and actions and to get rid of evil actions and well concentrates on what is lawful and acceptable within the realms of Islam based on the Quran and *Sunnah* of the Prophet. It is mainly used in two meanings, purification and development. Human resource development in Islam looks further and focuses on the *Tazkiya* which is the inner purification and moral uplift of individuals as one of the necessary key ingredients required for a well-developed human resource capable of delivering good work. Therefore, *tazkiya* will consider aspects such as *ihsan* (benevolent), *taqwa* (piety), *adl* (integrity), *ikhlas* (sincerity) are key when it comes to human resource development. A sound organization should be able to foster this behavior among employee s and managers and duty bound to see this happen.

Management of Muslim organizations

Management of organizations in the Islamic preventatives is one of the paramount issues in Islamic business management, [Gazi \(2020\)](#). When accomplished the Islamic way will be one of the most viable actions in the Islamic business sense. In many organizations today their management is not well in accordance with the Islamic teachings. Organizational management will involve identifying, and grouping work, delegating authority while at the same time establishing relationships that will enable employees to work effectively and in teams. The Islamic perspective of management of organizations emphasizes that we are raised by Allah and offers us skills and knowledge including expertise which is most important for management. There must be respect for everyone in the organization and commitment to work is very important.

[Adillah & Zaky \(2022\)](#), the Islamic state established by the prophet at Madina was the beginning of a well-established management system that all Muslim organizations and state should be following. This establishment was a very good example of the division of labor. Management of organization's today is about ensuring that things are done the right way and manager's role is to ensure that people will understand what they are meant to do. A good manager managing a Muslim organization must well know what is to be done and how it will be done which will help to enhance organization performance. The Quran chapter 43 verse 32 supports this when it says that "we raise some of them above others in rank so that some may command work from others". [Ahmed \(2023\)](#), the leaders are there expected to lead others and offer guidance on matters of conflict. Muslim organizations therefore must have organizational charts that well management the organization. The prophet is reported to have encouraged Muslims to behave ethically and with good morals as indicated in Bukhari.

Therefore, Muslim managers should have a good personality and character to manage Muslim organizations. Managers should be kind to those they lead as reported by Muslim. There should be equal rights for all employees within the organization and this can happen when all employees have been Unlighted about what needs to be done and how it should be done as part of human resource development within the organization. Through training the organization cultivates a corporate culture that will stipulate the values and norms required in the organization. In Islam leadership is rooted in the belief and willingness to submit to Allah the creator. Therefore, managers must manage in accordance to the creator and as shown by the prophet through his traditions. A Muslim manager with strong *iman* will consider himself and all his authority as coming from Allah and therefore should exercise it in accordance to the laid down principles in Islam and the traditions of the prophet.

3.0 Human capital development theory

The subject of HRD has its roots traced back in the teaching of the human capital theory. Training human being as capital asset is main key in this theory. According to the human capital theory all human being bares some in born capabilities that can be improved if investment is done in that direction. In terms of organizational context, the term human capital means the total of all the inherent capabilities that man has in terms of knowledge and skills. The use of these capabilities enables the organization achieve its objectives and goals. Seeking for knowledge in Islam is a religious duty and the prophet is reported to have said that "seeking for knowledge is obligatory for every Muslim man and woman. Knowledge in Islam therefore must be that knowledge that enables one to attain wisdom in doing everything. Therefore, in today's business environment seeking for knowledge is key and will help to make the organization competitive. The knowledge acquired helps for business survival there HRD is key maintaining a competitive advantage.

D. METHODOLOGY

This paper examined human resource development in Islam, the often-forgotten concept in the management of Muslim organizations. The study design was a review of related literature to HRD and management of Muslim organization. The study design aimed at the inter connection between the Islamic teaching on human resource development and the management of Muslim organizations. The paper is based on secondary data which has been collected from different articles. A detailed discussion has been placed on the human resource development in Islam and how it can help in the management of Muslim organization. The researcher conducted searches using the term human resource development and in addition there was a look at the Islamic teaching about the management of HRM and the functional aspect of HRD. It was from this that a conclusion was reached about the importance of HRD in management of Muslim organization.

E. DISCUSSION

Man as a Vicegerent of Allah

Man is a vicegerent of Allah on the earth. In the Quran Allah says that "remember when your lord said to the angles, I am going to create a deputy on the earth". The appointment by Allah of man as his deputy is a sign that man has to accomplish certain objectives and the accomplishment requires that man is knowledgeable. Therefore, the development of the knowledge and skill is crucial in this aspect, ([Hayat & Rabia 2021](#)). There is therefore need for man to recognize that he is a vicegerent of Allah and therefore act accordingly. Human resource development as developed from human resource management based on the Islamic perspective has key elements such as sincerity, trust, consultation delegation of authority and employee remuneration among many. The almighty Allah has entrusted the human being as his vicegerent on earth and man is in charge their in. in the Quran chapter two verse 30 Allah says "behold, thy lord says to angles, I will create a vicegerent on the earth. Human resource development in Islam seeks to aid an organization in staffing it to sustain high employee performance based on the teachings of Islam which is based on the Quran and *sunnah* since Islam is a complete way of life as shown in Quran chapter 5 verse 3.

Therefore, the subject of human resource development is derived from the analogy that Allah put man on earth to oversee what is being done on it. This makes it imperative that man must have what it takes in terms of psychological and mental capabilities that are required to run what is earth and therefore fulfil his role of being Allah's vicegerent on earth. This key Human activity as assigned by Allah can only be achieved through HRD and mainly through the training aspect to enable the human

being acquire the knowledge and skills required to perform work competently and efficiently as the vicegerent of Allah.

Quality service delivery

The delivery of quality service requires the person who is doing that activity be knowledgeable about what he is doing. The Quran in surah Al-Zumar says that "shall they know and those who know not be equal. This qur'anic injunction shows the importance if knowledge of the employee in the performance of his duties and it is through HRD that employee knowledge is improved. The prophet in one of his traditions urges Muslims to seek for knowledge even if it was in China. It's therefore important that Muslims continue in search for knowledge to deliver quality service. Training employee enables them to acquire knowledge and skills that will enhance their performance in the organization. Many times, in the Quran Allah has called on believers by saying "don't you reflect", this can only be done by those who are not knowledgeable. One of the key issues that Allah created man and made him his vicegerent on the earth was because he was able to have knowledge in one area that Allah cited upon man creation. Allah has talked about those who are knowledgeable as those who will have higher ranks, Quran 58 verse 11. It is obligatory upon every employee to seek for knowledge to improve his/her competence at work.

Improving employee relations at work

Islam presents a framework that is important in maintaining employee through the practice of the pillars of Islam and the pillars of *Iman*, ([Hayat & Rabia 2021](#)). These strengthen the spiritual side of personality and the discipline of an individual in relation to other. Islam requires honesty and hard work and creates a sense on discipline in man. Islam calls for respect of man. As Islam compels young people to show respect to older people it also asks the employer to show respect to the employee. The Quran 4:87 directs that one should greet the other with a better greeting. This show that both the employer and the employee should greet one another which is key maintaining relations and HRD. Therefore, Muslims should offer training required so as to improve employee relations in their organizations.

The welfare of the employee is a responsibility of employer and Allah has said we should "Do well to those whom your right hand possess" as shown in the Quran: chapter 4, Verse: 37. This has been interpreted to mean the employee or the worker. The employee therefore is under the care of the employer in many respects and should get support in issues related to work and the family. The Islamic way of management of organization's call for mutual consultation as aspect which existed in Islam way back which was commonly known as *shura*. The Quran chapter 42 verse 83 call on Muslims to work through consultation. This is a call for Muslim managers who are managing Muslim organization, ([Saani \(2020\)](#)).

Offers good business sense

Practicing HRD in the Islamic perspective will offer good business sense to the enterprise. Islam encourages us to practice lawful business and business in which the practice of HRD is present offers good business sense in Islam, ([Jifrodi, et al., 2022](#)). The employee is an asset to the organization and he must be developed to be meaningful to both the organization and the community in which he lives. Islamic values of honesty, integrity and accountability are some of the key ingredients into him HRD that is done with a Muslim perspective. This will bring sanity to the organization.

The introduction of new employees to the organization is one of the aims of having human resource development in an organization. It aims at introducing the new recruits to the organization and the entire staff. Company policies and regulations can well be communicated and emphasized during this period and if well attended the employees will gain a firm ground of what the organization is and where it intends to be in the next period. Islam encourages employers to well motivate their employee through regular pay and proper treatment. The prophet encourages us through his sayings that one should pay the worker his/her pay before even the sweat dries, reported by (sahih Bukhari). Prompt payment has the power to motivate employees and enhances the performance of the organization. It is therefore incumbent upon management to make sure that they pay as agreed and at the appropriate time in order not to demotivate employees while doing their work. Pay in Islam is meant to motivate employees to superior performance and managers in the Islamic arena must

consider pay that is well related to effort that employee puts in his work. In Islam under pay is not allowed and strictly does not allow forced labour.

While giving opportunity for development among the employees, Islam call for a fair distribution of opportunities. There is need to be sincere in what decision you undertake and sincerity is instrumental in building trust and cooperation among staff in the organization. The manager is meant to be sincere in whatever he/she does and the Quran chapter 5 verse 1 call for those who believe to fulfil their obligation. This leads to a fair dealing at work as the Quran emphasizes in chapter 5 verse 8 that "oh you who believe stand firm for Allah as witness to fair dealing and let not the hatred of you swerve to wrong and depart from justice..." such actions breeds commitment which enhances performance in the organization.

Productivity at work

Islam call for quality work production. It's the right of the customer to receive quality work. Effective human development practices aimed at developing the employee will bring about improved work performance and productivity. It is therefore important that the organization is able to arrange training program for the employee to be able to improve on how they perform. The training to be effective it should include the belief on Allah and Prophet Muhammad as his messenger because this is the foundation of Islam. One these are taught then the rest will follow and the employee will follow them because they stem from the oneness of God. Therefore, on the job training as part of HRD will improve the issues of accountability and attainment of knowledge which is key to productivity, ([Jifrodi, et al., 2022](#)). When the training is done, it will lead to improved performance in the Muslim organizations.

In Islam one's capacity to perform is based on the physical, emotional and interjectural wellbeing. Therefore, each person is different in terms of talent from the other and therefore the employer is not expected to burden an employee with work that is beyond one's talent and expertise. In chapter 2 verse 33 Allah has said that no soul shall be burdened greater than what it can bear. This implies that the employer should not give employee work that is greater than what the employee is capable of doing. Islam encourages a good performance management system that assess employees and give feedback to employees in a persistent and consistent manner. Information obtained from the appraisal process is used to manage promotions, reward and career planning activities. Because of the importance of the outcome Islam emphasizes that appraising performance should be based on the instructions and practice of the prophet and the four caliphs. Islam encourages Muslims to do their work with diligence and without any omission. The performance of the employees is based on the acceptable standards of employee competence. And as mentioned earlier as stated in the Quran chapter 2 verse 33 Allah has said that no soul shall be burdened greater than what it can bear. The employer there shouldn't measure performance that is not in line with what the employee is capable of doing given his or her level of competence. Islam recognizes the diversity in talent which creates a difference in earnings of employees

Improvement in employee knowledge and skills

HRD programs do encourage employees to gain additional knowledge through training. The training is done either on the job or off the job training. The training enhances employee productivity and helps the employee to develop at the work place. While Muslim are supposed to seek for knowledge, the knowledge sought should not only be related to faith but also on the professionalism that is key in fulfilment of one's contractual obligation. The prophet because he upon him said "the more you make work easy for your employee, the more you will be rewarded by Allah", ([Lathiefa Rusli 2021](#)). This will help to improve employee knowledge among the Muslim organizations.

In the Quran chapter 4 verse 37 Allah says "do well to those whom your hand possesses (worker)". Therefore, providing training is about doing well to employee which will improve his knowledge at work. This is one of the often-forgotten aspects in the management of Muslim organizations that need the attention of managers. Career development as part of human resource development is a way of enhancing employee capabilities to perform through the various ways of employee development which will enhance the employees' capabilities to perform which will eventually enhance the employee abilities to perform and make the employee ready for future assignments in the organization.

HRD is lam emphasizes the wellbeing of employees through support programs and offering a safe work environment that enhances their physical and mental wellbeing. Quran chapter 2 verse 195 emphasizes the piety and righteousness which are critical for both the employer and employee in an organization. In Islam, the goal of human resource development is to create an environment that enables people to enjoy spiritual, moral and socio-economic well-being while at work and in this world in general to achieve success in the worldly affairs and the Hereafter. [Zain & Zakaria \(2022\)](#), Islam emphasizes that there should be no discrimination amongst members of the organization. There should be equal treatment for all deepening on each one's level within the organization. All employees should have equal chance of growth and opportunity to contribute to organizational functioning. In his last sermon the prophet emphasized this when he said that "No Arab has any superiority over a non-Arab nor does any non-Arab have any superiority over an Arab, neither the black over a white...."

The Attainment of Knowledge is closely related to the principle of vicegerent hood. This principle requires the full awareness of the task or responsibilities assigned to someone and in this case work. The person who is performing his/her responsibility has to be knowledgeable of all the aspects of what has been assigned to him or her. This knowledge to do work comes through cognitive gain or teach which in this case the human resource development. The importance of attainment of knowledge has been talked about quite often in the Holy Quran, for example it is stated in chapter 39 it clearly shows that those who do not know cannot equal those who know. This verse shows how the acquisition of knowledge is very important in Islam and in the general function of any Muslim and in this case our Muslim managers should be knowledgeable in whatever they do. Therefore, in terms of organizational performance Muslim employees must acquire knowledge that well suits their work and should constantly look out for new development in the field. When Muslims employee are knowledgeable in what they are doing and work in accordance with Islamic principles it will help to instil morality and spirituality among the employees. It will help to keep employees well updated with knowledge that is required to do work.

Strengthens the belief in Allah

Belief in Allah is key in whatever a Muslim does be it business, studies or any other thing. The strong belief will Allah and his commands will drive the organization success. A strong belief in Allah's commands and ways of how business can be done will help to strengthen one's business and ones this religious inclination that will help the entrepreneurs well manage the enterprise based on the true teachings of Islam. Belief in the oneness of Allah and the teachings of his prophet will offer direction to the organization and give it a cultural foundation that will help to propel the organization.

The best way to improve on the management of Muslim organizations is for the Muslim managers to increase their *iman* and completely submit to the will of Allah coupled with having trust in Allah in whatever they do. The managers should live their lives in accordance to the Quran and *sunnah* of the prophet. When manager stick to Allah in what they do this will improve their decision-making for Allah is the knower of all what is in the earth and what will happen tomorrow. The trust in Allah and his commands means when we hear them, we need to abide by them and therefore act accordingly. Managers should know there is much reward when we trust Allah and never to rely on other things other than Allah. Allah is just and verdict s and well measured according to him for he knows best.

Improves management of the firm

The teaching of Islam in the management of an organization through human resource development enhances one's abilities to perform which improves on the accountability of someone at work. The employee is held accountable to whatever he/she does in the organization and Allah has said the Quran chapter 8 verse 27 that "oh you who believe, betray not the trust Allah has made the messenger, nor misappropriate knowingly things entrusted to you." It this trust that will maintain a good work relationship between management and the employee well enhanced through the Islamic teachings.

Through the HRD programs man is able to acquire knowledge and skill required in doing his/ her duties. Allah says in the Quran chapter 28 verse 26 that "...truly the best man for you to employ is the man who is strong and trust". HRD can well be built through trust and consultation which are critical to enhance employee performance. Delegation as a form of employee development results from trust

and consultation which can well help employee develop. Employee delegation helps to enhance employee competencies and knowledge which will enhance the employee's capacity to perform. The delegation will help to strengthen the management of the enterprise.

In the management of Muslim organizations, Islam call for respect for those in authority which helps in the management of organization. In organization it's not only the managers that work actually work is done through the employees and they have been asked to respect their managers through the hierarchy which helps to have an amicable work place that will produce results, [Mushtaq et al \(2014\)](#). The Quran chapter 49 verse 59 emphasize this matter. In any matter of drought in Islam it is better we refer to the Quran and *Sunnah*. It is reported that Sayyidina Abubakar would not make decision unless he has made recourse to the Quran and hadith, [Rashimbetov, & Mirzageldiyev \(2023\)](#).

[Kamaruddin & Auzair \(2020\)](#). In the management of Muslim organizations, Islam call of r accountability by the managers. Accountability means being answerable for whatever is done in the line of your duty. While we are all accountable to Allah the creator, we still remain accountable to our employer as employee and we must account for any resources that have been deployed to our disposal at work. Accountability remains key at work and each employee will remain accountable according the hierarchy at work, [Basri et al \(2016\)](#).

E. CONCLUSION

This paper discusses the need for practicing human resource development with an Islamic perspective in Muslim organization. This has been able by looking at the teaching of Islam in the practice of human resource development. The practice of HRRD not only benefits the individual but also benefits the organization. As the individual attains the knowledge and skills required to work the individual is developed which also helps to increase productivity in the organization. The human capital theory was found relevant to this paper and when the human capital is well developed it will lead to improves individual performance and that of the organization. HRD therefore remains a continuous HRM function that helps employees acquire competencies through the process of training and performance management. There should be a creation of development opportunities and a culture that ensures people are developed in the Islamic perspective.

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