

## LINKING BETWEEN ISLAMIC HUMAN RESOURCE AND JOB SATISFACTIONS

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**Abstract.** The practice of the human resources management from Islamic perspective seems not really be practices in the organization. Therefore, the purpose of this research is to know the associations between Islamic human resource management and job satisfaction among staff at Ibu Pejabat Polis Kontinjen Kelantan (IPK). This study also seeks to determine the significance influence between Islamic human resource management and job satisfaction. A quantitative survey method was employed and data were collected from the staff who are selected from a sampling frame. A total of 160 usable responses were received for the total of 217 staffs. Multivariate analysis which is correlation and regression used for the data analysis. The findings revealed that recruitment, selection have a moderate associations between job satisfactions meanwhile compensation showed positive with weak relationship with job satisfaction. Moreover, there is no relationship between performance appraisal and job satisfaction and negative relationship between training and development. Furthermore, the study found that significant influence exist between recruitment, selection and performance appraisal with job satisfaction meanwhile training and development and compensation showed insignificant influence with job satisfaction.

### 1.0 Introduction

It is important for the study to be carried out and relate to the human resources management from Islamic perspective because it has been give great impact and change to the organization in term management effectiveness. Some studies on the Islamic human resources management give effects on organizational justices, job satisfaction and turnover intention of the employees. There are many important constraints in implementing the Islamic management concepts (Mohiuddin, 2009) one of them is the general people, even management experts are not well acquainted with this concept. The practice of the human resources management from Islamic perspective seems not really be practices in the organization. Interestingly, Ahmad and Fontaine (2011) highlighted the importance of examining the Muslim managers' understanding of Islamic management concept. The practices and study on Islamic human resource is still limited (Ilhaamie, 2015) and study conducted by Ilhaamie (2010) on Islamic human resource practices and organizational performance in Islamic organizations in Malaysia found that the overall implementation is moderate. According to research conducted in 2010 by Transparency International (Malaysia) on the Corruption Perception Index (CPI) and Global Corruption Barometer (GCB) based on the score of (1- not corrupt, 5- very corrupt), the police force was perceived as the most corrupted institution by scoring 4.1 compared to other agencies. Top management of the organization must find way to improve the organization performance in order to make the organization more competitive and more growing. There is a need to practice Islamic way of human resources management from the Islamic perspective.

### 2.0 Literature Review

**2.1 Islamic Human Resources.** Islamic Human Resource definite organizational practices designed based on Al-Quran and Hadith. Prophet Muhammad (p.b.u.h) and the Caliphs has become a very good exemplary in conducting Islamic ethic in organization. He (p.b.u.h) stated about performance appraisal in Islam through hadith "Muslim shall be bound by the conditions which they make", narrated by Al-Bukhari. In addition, He (p.b.u.h) requisite for employees to be responsible in what they are doing seamlessly regardless their positions or status in social or organization (Hashim, 2010). A good employees anticipated to have morality in doing their job as stressed by Al-Quran "Nay, man is a witness against himself" (Surah Al-Qiyamah, 14). The majority religion in Malaysia has influenced its community to implement Muslim way of life in many aspects including Islamic Human Resource practices. This phenomenon has begun since when Malaysia government introduced *Penerapan Nilai-nilai Islam* on 1980s which Islamic values practices in the governance and followed by *Islam Hadhari* on 2003 that enlivened Islamic ethic in incorporation (Hashim, 2010).

**2.2 Selection and Job Satisfaction.** Good organization derived from a group of workers, thus selecting the right candidates

is crucial to ensure the organization vision achieved. It is a process of bringing the right employees with abilities to ensure the continuity of business, this can be done through the process of evaluation of the evaluation (Azmi, 2015). Islamic selection and recruitment teaches fairness in conducting the selection procedures during, before and after the selection process.

**2.3 Recruitment and Job Satisfaction.** The process of recruitment such as creating job specification for job advertisement, short-listing process, interview, selection the job offered must be treated evenly (Azmi, 2015). He added the recruitment of all candidates should be fair and they should be nominated based on criterion listed after the panel agreed with their suitability. This discussion process called *musyawarah* where all decision made must won majority votes and should not based on the panel whim and fancy (Surah al-Imran, 159). Hence, it is important to conduct at least an interview with the potential worker to ensure whether they are fit to the job (Azmi, 2015).

**2.4 Performance Appraisal and Job Satisfaction.** According to Azmi (2015), performance appraisal must be conducted without being differentiate based on colour, race, gender or religion where the appraiser need to prepare proper documentation to avoid discrimination. The author also mentioned based on what been narrated in Surah an-Nahl, 90, Islamic performance management practice is based on justice, fairness, accountability and responsibility. It is important for Muslim to work with Amanah in accomplishing their job which means carry out the duty with honesty, trustworthy and accountable as to gain blessings for life and in the hereafter (Novia Zahrah, 2016). This clearly shows that all parties who involve in performance management have to ensure their accountability in performing their task. Study conducted by Jassem Abdulla (2011) on Dubai Police job satisfaction identified on the perception towards fairness in appraising employee performance does reflect to job satisfaction. Throughout the years, study has been revealed the importance of environmental factors i.e. fairness of appraisal systems, climate management, promotion opportunities etc, does have relationship with job satisfaction (Jassem Abdulla, 2011; Lambert et al., 2001).

**2.5 Training and Development and Job Satisfaction.** Training and development indicates the abilities and knowledge the workers acquired on certain specialization that would support them in utilizing skills and accomplish company’s goals simultaneously (Saeed & Asghar, 2012). The authors added from there the workers may further their skills, progression their knowledge to enhance their productivity and subsequently improve the team performance from time to time. As mentioned in the Holy Alquran, in Al-Hujurat verse 13, Training and development that practicing Islamic ethic aims to purifying one’s soul from bad and evil attributes and to observe good and holy attributes as the most honored people in the sight of Allah SWT are the most righteous. According to Azmi (2015), training would help a Muslim to enhance their capabilities as to instilled Islamic values in employees to ensure they are practicing those techniques learnt in their working. The employees may seek blessings from Allah SWT as Islam always stressed on the need to learn as a Muslim regardless their age, time and place.

**2.6 Compensation and Job Satisfaction.** Dedication towards Islamic ethic in Muslim’s life give them overview on rewards in different perspectives which different from conservative perspective that highest pay would lead to highest job satisfaction. As mentioned in Al-Quran Surah Al Nahl verse 97, Whoever work righteousness, man or woman and has faith verily to him will We give a new life, a life that is good and pure and We will bestow on such their reward according to the best of his action. Islamic work ethics indicates work as a virtue with sufficient effort as one’s responsibility towards their works (Yusof, Yusof, & Abbas, 2017). Study revealed by Yusof, Yusof, & Abbas (2017) workers with good Islamic moral tend to be more grateful on their salary given. The findings shows that dedication on Islamic work ethics in organization give positive impact on workers’ attitudes and negative attitudes never distract on the employees.

**2.7 Research Framework**

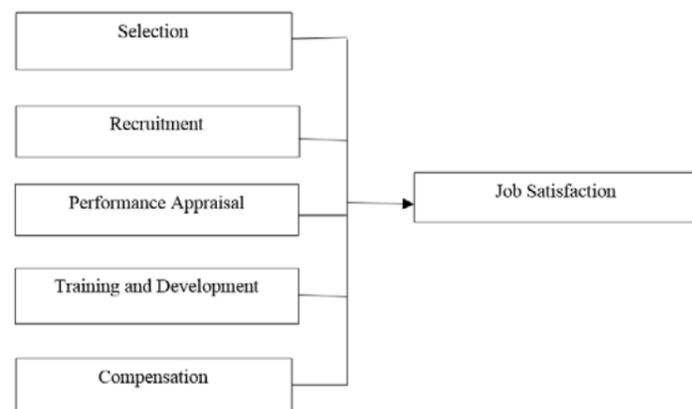


Figure 1: Research Framework.

Figure 1 above illustrates the proposed model that hypothesizes the relationships between the selection, recruitment, performance appraisal, training and development, compensation and job satisfaction.

**3.0 Research Methodology**

This research employed quantitative approach and data were collected using a survey method. The respondents of the study was among police at Ibu Pejabat Kontigen Kelantan. A total of usable 160 responses were received in this study. The number of respondents is considered adequate where according to Sekaran (2009) the sample size that is larger than 30 and less than 500 is appropriate for most research. All the scale for Islamic human resource was adapted from previous study by Junaidah (2009). The items were then rated using a 5-point Likert scale, ranging from (5) for strongly agree to (1) for strongly disagree.

**4.0 Finding**

**4.1 Reliability Test.** A reliability test was conducted to determine the internal consistency of the measures used. Table 3.1 shows that job satisfaction, recruitment, selection, performance appraisal, training and development and compensation have Cronbach Alpha values of more than 0.7, which is higher than that recommended by Hair et al., (2010). Therefore, the entire construct were considered to have adequate reliability. Hence, the researcher can further the analysis (Maltby, 2007).

Table 3.1: Reliability Test

Instrument	Number of Item	Cronbach’s Alpha
Job Satisfaction	6	.844
Recruitment	10	.935
Selection	10	.931
Performance Appraisal	7	.822
Training and Development	5	.799
Compensation	6	.934

**4.2 Pearson Correlation analysis.** Pearson Correlation analysis is a statistic analysis that summarizing the strength of association between two metric variables (Malhotra, 2010). The correlation is a technique on how strongly pairs of variables are correlated.

Instrument	JS	Rec	Select	PA	T&D	Com
Job satisfaction (JS)	1					
Recruitment (Rec)	0.536	1				
Selection (Select)	0.557	0.944	1			
Performance Appraisal (PA)	0.023	-0.193	-0.178	1		
Training and Development (T&D)	-0.007	-0.167	-0.153	0.938	1	
Compensation (Com)	0.466	0.800	0.798	-0.240	-0.0222	1

\*\*Correlation is significant at the 0.01 level (2-tailed)

The above shown that that recruitment, selection have a moderate associations between job satisfactions meanwhile compensation showed positive with weak relationship with job satisfaction. Moreover, there is no relationship between performance appraisal and job satisfaction and negative relationship between training and development.

**4.3 Regression Analysis.** Regression analysis is a statistical process for analyzing the associate relationships among the variables (Malhotra, 2010). The focus is on the relationship between a dependent variable and one or more independent variables

Hypothesis	T-value	Significant	Result
H1: Recruitment -----> Job satisfaction	-2.247	0.026	Supported
H2: Selection -----> Job satisfaction	3.100	0.002	Supported
H3: Performance Appraisal -----> Job satisfaction	2.144	0.034	Supported
H4: Training & Development -----> Job satisfaction	-1.627	0.106	Not supported
H5: Compensation -----> Job satisfaction	1.022	0.309	Not Supported

\*\*( $p < 0.05$ ) significant level.

The above table shown that there is a significant influence exist between recruitment, selection and performance appraisal with job satisfaction meanwhile training and development and compensation showed insignificant influence with job satisfaction. Therefore, H1, H2 and H3 were supported however H4 and H5 are not supported.

### 5.0 Conclusion

Results from this study proved that significant relationship exists between recruitment, selection, performance appraisal job satisfaction meanwhile training and development and compensation are not significant with job satisfaction. Sohail and Delin (2013) disclosed that remuneration (compensation) has a moderate relationship with job satisfaction among academics in higher education institution. Sharp (2008) found that despite the high proportion of participants who reported that they were very dissatisfied with their compensation, a low correlation was found between compensation and job satisfaction. The employees cannot be a selective person in choosing their salary since many because the statistic shows the unemployment rate in Malaysia in 2017, was at approximately 3.4 percent. However, based on data reported by the Labor Department, almost 40,000 Malaysian employees were retrenched from their jobs in 2016. Moreover, different organizations are motivated to take on different training methods for a number of reasons for example; (1) depending on the organization's strategy, goals and resources available, (2) depending on the needs identified at the time, and (2) the target group to be trained which may include among others individual workers, groups, teams, department or the entire organization (Nassazi, 2013)

Nonetheless, this study has several limitations that need to be addressed by future research. First, the population of this study focused at IPK Kota Bharu, so, perhaps future studies should be based on larger samples, preferably to cover others government servant. Other than that, the suitable moderating and mediating variable can be included for future studies to obtain an in-depth understanding of the nature of firm performance.

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