

## Normative Foundations of Human Resource Management (HRM) from the Perspective of the Quran and Hadith

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### ABSTRACT

From several opinions and explanations of the definition of management, it can be concluded that management is a leadership activity using all the resources needed to achieve the goals of the organization so that with good management, it is hoped that the goals can be achieved effectively and efficiently. The type of research used is a qualitative research model. Qualitative research aims to obtain a comprehensive understanding of a phenomenon from the perspective of the people being studied. Qualitative research deals with ideas, perceptions, opinions, or beliefs of the subjects; all of which cannot be measured in numerical terms. Functions of Human Resource Management: Planning and Acting: This involves strategizing and executing plans. Organizing and Controlling: This includes structuring and monitoring activities. Basic Principles of Human Resource Management in Islamic Education: The importance of fundamental principles in the practice of Islamic education management includes: 1. Determining work methods/techniques. 2. Selecting workers and developing their skills. 3. Choosing work procedures. 4. Defining task boundaries. 5. Preparing and creating task specifications. 6. Conducting education and training. 7. Determining the system and amount of rewards.

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### 1. Introduction

The development of management science is very popular not only in the corporate or business world, but has spread to all areas of life, including education. Human resource management in Islamic Education has met the requirements as a field of science, because it has been studied for a long time and has a series of theories that need to be tested and developed in managerial practice in the scope of the organization. Good Human Resource Management in Islamic Education is when it is able to formulate future plans and is able to make decisions wisely and well in accordance with the situations and conditions faced in the world of Islamic education. So it can be said that without reliable human resources, Islamic education or an organization will mean nothing and will not give a better effect.

In Islam, hadith is second only to the Qur'an in its existence as a source of law. The second place of hadith in Islamic law is of course because hadith is an explanation of the Qur'an, which explains things that have not been explained in the Qur'an or things that the companions did not understand.

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In relation to Islamic Education Management, we need to break down the hadith related to HR management. As a manager of an educational institution, we need to know the Qur'an and hadith related to management. Because, the Qur'an and hadith are sources in exploring a law. Therefore, as prospective managers of Islamic educational institutions, we must know the Qur'an and hadith related to management itself.

## **2. Literature Reviews**

Etymologically, the word management comes from the word to manage which means to regulate. The term management has been interpreted by various parties with different perspectives, for example administration, management, administration, management, coaching, leadership, leader, management, and so on. In Webster's New Coolagiate Dictionary, the word manage is explained from "manus" or hand. The word manage in the dictionary means to guide and supervise, take care of business or affairs, achieve certain goals (Sunhaji, 2008).

In terms of terminology, management is a term used to translate the word management. The term used previously was management, but lately this term has been rarely used. In line with the development of the field of science and management science in particular, the definition of management has also developed into a more specific description by mentioning the functions that must be carried out by a manager in carrying out his duties (Mujahid, 2003).

George Terry provides a definition as quoted by Hadari Nawawi that management is the achievement of previously determined goals in an organization with the help of other people.(Hani Handoko, 1999). Hasibuan, said that management is the science or art of managing the use of human resources and other resources effectively and efficiently to achieve a certain goal (Hadari Nawawi, 2003).

Here are some definitions of human resource management from various understandings conveyed by figures, (1) According to Simamora (1997), human resource management is the utilization, development, assessment, reward, and management of individual members of an organization or group of workers. (2) According to Dessler (1997), human resource management is a policy and practice needed by someone who runs the "people" or human resource aspect of a management position, including recruitment, screening, training, balancing and assessment. (3) According to Schuler, human resource management is the recognition of the importance of the organization's workforce as a very important human resource in contributing to organizational goals, and using several functions and activities to ensure that these human resources are productive in achieving organizational goals and satisfying the needs of workers individually. (4) Human resource management is a process of handling various problems in the scope of employees, staff, laborers, managers and workers in order to support and achieve organizational goals that have been mutually agreed upon.

## **3. Methodology**

The type of research used is a qualitative research model. Qualitative research aims to obtain a comprehensive understanding of a phenomenon from the perspective of the people being studied. Qualitative research deals with ideas, perceptions, opinions, or beliefs of the subjects; all of which cannot be measured in numerical terms.

## **4. Results and Discussion**

### **4.1 Human Resource Management of Prophet Muhammad SAW and the Rightly Guided Caliphs**

The life of the Prophet Muhammad and the Muslim community during his time is the best example of the implementation of Islam, including in the field of Islamic education management. That he was really careful in placing someone based on whether or not he was able to complete a mandate given to him, especially in the field of management. That he placed the right person in the right position. Placing someone according to their expertise is one of the characteristics of Islamic professionalism. And it emphasizes more on the professionalism of an employee. The Prophet and his companions really implemented these noble values in their leadership.

In accordance with the word of Allah in the Koran, Surah Al Anfal Verse 27, it states: "O you who have believed, do not betray Allah and the Messenger (Muhammad), or betray your trusts while you know [the consequences]." This verse refers to the

placement of employees, indicating that a person must not betray their trust in fulfilling their responsibilities, especially when they are knowledgeable about it. Similarly, in Surah An-Nisa (4:58), Allah says: "Indeed, Allah commands you to render trusts to their owners and when you judge between people, to judge with justice. Indeed, Allah gives you good instruction. Indeed, Allah is Hearing and Seeing."

It is also explained in the Hadith reported by Al-Bukhari: Imam al-Bukhari states: Muhammad bin Sinan transmitted to us, Qulaih bin Sulaiman transmitted to us, from Atha', from Yasar, from Abu Hurairah (may Allah be pleased with him) who said: The Messenger of Allah (peace be upon him) said: "When a trust is neglected, then wait for the time of its destruction." Abu Hurairah asked: "How should a trust be placed, O Messenger of Allah?" He replied: "When a matter is entrusted to someone who is not qualified, then wait for the time of its destruction."

This hadith is noteworthy because it connects trust (amanah) with expertise. It provides a managerial perspective, emphasizing that a trust means assigning a task to a qualified person. This is where the importance of professionalism in Islamic education management lies. Islam is very concerned with professionalism. For this reason, when Prophet Muhammad assigned tasks to his companions, he paid great attention to the background and abilities of each companion. A hadith narrated by Imam Thabrani explains that:

"Indeed, Allah greatly loves those who, when they perform a task, do it with Itqan/professionalism (precisely, directed, clear, and thorough)." In Islamic teachings, everything must be done neatly, correctly, orderly, and systematically (professionally). The processes must be followed properly. Nothing should be done carelessly. An example of the Prophet's HR management: Once, there was a companion (Abu Dzar) who had not yet been assigned a task. He came to ask Prophet Muhammad (peace be upon him) why he had not been given a task (responsibility) while other companions had been appointed as governors (Mu'adh ibn Jabal), state treasurers (Umar ibn al-Khattab), military commanders (Khalid ibn Walid), and so on. Prophet Muhammad (peace be upon him) said, "Your physical condition is very weak, so you are not capable of being burdened with heavy tasks like those given to them."

## **4.2 Functions of Human Resource Management**

### **4.2.1 Planning and Actuating**

Planning is the initial activity of a task in the form of thinking about things related to the work to achieve optimal results. The things that need to be considered in planning are as follows: a) The desired outcome. b) The people who will perform the task. c) Time and priority scale. d) Funds or capital. Planning is made based on detailed data and concrete figures, complete knowledge about the reality in the field, and an understanding of program priorities and their significance. The Quran mentions an example of planning that took fifteen years, as done by Prophet Yusuf (Joseph) AS, which included increasing productivity, storage, and distribution of food to face the crisis of famine and drought that occurred in Egypt and its surroundings.

In the Quran, it is also explained in Surah Al-Hashr, verse 18: Translation: "O you who believe, fear Allah, and let every soul look to what it has put forth for tomorrow (the Hereafter); and fear Allah, indeed, Allah is Acquainted with what you do." According to Muhammad Ali al-Shabuni, each individual should pay attention to the righteous deeds they have done to face the Day of Judgment. This verse conveys a message to the believers to think about the future. In management terms, thinking about the future expressed in a systematic concept is called planning. This planning becomes very important because it serves as a guide for activities, targets, and results in the future so that whatever activities are carried out can run orderly.

### **4.3 Organizing**

A Muslim must be able to uphold the function of a caliph and the spirit of cooperation among humans. The function of a caliph is to promote goodness and prevent evil. In relation to organizing, this hadith encourages the ummah to do everything in an organized and neat manner, as expressed by Ali Bin Abi Talib (may Allah be pleased with him): "The truth or rights that are not well-organized can be defeated by falsehood that is more well-organized." This statement reminds us of the urgency of organizing and the threat to truth that remains unorganized without concrete steps and solid strategies. Therefore, any group that uses Islamic identity must win in contests, competitions, or confrontations; otherwise, there are no guarantees if it is not well-organized.

Organization is crucial; even falsehood can overcome an unorganized truth. Dedication and seriousness in this regard include the earnestness and seriousness in organizing an activity. Thus, in Islamic perspective, organization is not merely a container but emphasizes how a task is carried out efficiently.

#### **4.4 Controlling**

In Islam, oversight is meant to correct what is wrong, rectify mistakes, and affirm what is right. The Quran encourages mutual advice as a way to remind each other of mistakes or human shortcomings. Oversight (control) is at least divided into two aspects: 1. Self-Control: This comes from one's own belief and faith in Allah SWT. When someone is convinced that Allah SWT is always watching His servants, they will act with caution. This is the most effective form of oversight, originating from within oneself. 2. Oversight will be more effective if the system is implemented externally. This system of oversight can include mechanisms from leaders related to the completion of delegated tasks, the alignment between task completion and planning, and so on. Good oversight is one that is established when developing a program.

When designing a program, there should already be elements of control within it. The goal is for those performing a task to feel that their work is being monitored by both superiors and subordinates, not overlooked or considered insignificant. Superiors and subordinates must oversee each other. A good oversight system is also linked to the provision of punishment and rewards. If an employee performs their job well, they should be given a reward.

#### **5. Conclusion**

Management of Prophet Muhammad and the Rightly Guided Caliphs, Management during the time of Prophet Muhammad focused on placing individuals based on their ability to fulfill a given trust, particularly in the field of management. He appointed the right person for the right position, which is a hallmark of Islamic professionalism. Emphasis was placed on the professionalism of an employee. The Prophet and his companions truly implemented these noble values in their leadership.

Functions of Human Resource Management: Planning and Acting: This involves strategizing and executing plans. Organizing and Controlling: This includes structuring and monitoring activities. Basic Principles of Human Resource Management in Islamic Education: The importance of fundamental principles in the practice of Islamic education management includes: 1. Determining work methods/techniques. 2. Selecting workers and developing their skills. 3. Choosing work procedures. 4. Defining task boundaries. 5. Preparing and creating task specifications. 6. Conducting education and training. 7. Determining the system and amount of rewards. All these are intended to enhance effectiveness, efficiency, and productivity. Areas of Study in Human Resource Management: 1. Field of Work in HRM: This includes planning and organizing human resources. 2. Acquisition and Placement: This involves recruitment, selection, and placement of human resources. 3. Development of Human Resources: This focuses on enhancing the resilience and competence of individuals involved in the development process.

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