Foundations of Islamic Resources Management

Shiva Alipour[a] , Dr. Majid Zamahani[b]

[a] MSc of Human Resources Management, Islamic Field, Tehran Pardis New Branch.
[b] PhD in Human Resources Management - Payame Noor University, Tehran Pardis Branch.

Abstract: In the age of globalization and rapid technological advancement, human capital has become a most important capital of organizations. Human capital is a set of skills, knowledge and general characteristics of people in the organization and can indicate their current activity and their potential for future. In order to use and manage human capital optimally in organizations, from the first quarter of the twentieth century, the field of personnel management as human resources management evolved. Due to the importance and necessity of Islamic resources management in this research, we explained the principles of Islamic management through library studies.

1. Introduction

Undoubtedly, the human factor is the most important part of the evolution and development of human societies over the years. Reaching the peak of excellence and sustainable development will not be possible except in the shadow of upgrading human resources (Kargar, 2010). Since, employees are the most important competitive advantage of organizations, that their knowledge, skills and capabilities should always be upgraded, so the survival of organizations in the field of competition depends on maintaining, developing and exploiting the capabilities of employees. An organization that cannot develop its skills, knowledge and wisdom and use it to increase productivity is not able to develop its resources in a desirable way (Jazani, Taheri and Abili, 2010).

Human resources management mainly focuses on the management of the individuals in organizations, policies and systems. Human resources management and similar units in organizations are usually responsible for a number of activities, including selection, recruitment, training and development, employee remuneration, and performance appraisal. To the scope of discussions of this specialized field belong the industrial relations including: the balance of the organizational mechanism with the regulations resulting from collective agreements and government laws. It is a product of the human relations movement in the early 21st century, when researchers found ways to gain value through strategic management of labor force. This was initially done by compensatory services such as wage and service compensation. But in recent decades, due to globalization, the expansion of the company's activities, technology improvements and extensive researches have led human resources management to strategic initiatives such as strategic alliances and integrations, talent management, succession planning, industrial relations and labor relations as well as managing the diversity of the labor force (Momeni, 2010). As for the studies and theoretical foundations, the results showed that some of them have studied performance and Islamic management, so our study investigates human resources management.

Methods: This study was a library research; we explain the subject analytically by referring to documents and reputable sites.

2. Theoretical foundations and research background

Necessity of human resources management

If we consider human resources management as activities that managers do for planning to attract, develop and retain an effective labor force in the organization, these activities are rapidly changing due to the constant changes in the workplace (Kinicki & Williams, 2003).

Importance of the Islamic management of human resources

Islam founds what is morally correct, and the managers in Islam consider the divine and human values as well as the hereafter, and choose their strategies; it is not legal to achieve their goals by any means. In fact, Islamic managers move based on the same divine and human values. Islamic managers must control their desires and observe justice and equality at all times. They must always remember that the responsibility and job position they hold is a divine trustworthiness and like an honest trustee should stay away from pollution and sin and follow Ali (AS) in all cases. While management in other religious schools is based on profit and loss. We can claim that these trade-oriented schools started from human beings and their main task is to continue living for more wealth and prosperity. These schools justify the means and think only of the ultimate goal, which is profit. At some point, this goal can consider the man, customer, society and divine values as a means or marginal factor (Momeni, 2010).

Maximum use of human beings is common in Western schools; their interpretation of management is materialistic and far from spirituality, while Islamic management is a theory of human perfection and happiness where "production" and "excellence" are complementary (Tonke Nejad and Davari, 2009). The main goal in Islamic management is to excel and use human beings properly so that human values are at the top of the decision-making of managers (Ajdari, 2011). Another description for Islamic management: we can analyze and collect the issues of management in verses or hadiths by referring to Islamic sources (Quran and Sunnah); we can extract them and answer the questions raised in the science of management, as well as we can establish a practical tradition for managers based on the life of the infallible managers (AS). Thus, we can introduce the Islamic management to the world (Professor Mesbah Yazdi, Journal of Knowledge 17).

Researches on the subject

In a research, Haqqanian et al. (2015) examined the effect of human resources performance on the success of construction projects management. The statistical population of this research included 200 employees working in the human resources management of contracting companies in Mashhad.

We selected one-stage cluster sampling method according to the objectives and 132 people as the sample size using Cochran's formula. The results showed that various factors such as ability, knowledge and perseverance affect success. In a research entitled "Identifying and evaluating the key components of the human resources management system in government organizations (Case study: Bumhen Municipality)", Rahimi (2018) states that, human resources in any organization is the most strategic. Properly supported, it will eventuate in the organization success. Identifying the factors affecting the success of human resources management is the first step in this direction. The present article examines the optimal performance of the human resources management system in Bumhen Municipality. Thus, by counting the dimensions of human resources management by reviewing published resources in and outside the country, under the headings of recruitment, employment, training, evaluation, service compensation, retirement and human resource office, the authors tried to identify the components affecting the optimal performance of human resources management in government organizations. Using a survey method and a questionnaire that we randomly distributed among the experts of Bumhen Municipality and a single-sentence test, the authors identified twenty factors affecting the optimal performance of human resources management and ranked them using hierarchical analysis. Accordingly, we identified and ranked factors such as meritocracy and succession

system, motivational system, retirement issues, adequacy and capability of departments related to human resources management, etc. as central components of the human resources management system that the organization is currently facing.

Beidakhti and Peykardi (2017) studied the factors affecting the educational performance of Shahed students of Mazandaran University in the dimensions of individual factors, family factors and educational factors. The research method is descriptive. Its statistical population includes 145 Shahed students of Mazandaran University in the academic year of 2011-12, of whom 54 are males and 91 are females. The results show that all three factors have a significant effect.

Vaezi (2017) conducted a research for presenting a multi-criteria decision-making method of ANP network analysis and identifying the factors affecting the performance development of state-owned banks. The results showed that credit risk is in first rank, bank size in second rank and ability risk in third rank. Therefore, the banking system must control credit risk in order to be profitable. On the other hand, the size of the bank is in the second priority. With the information obtained, managers can make effective decisions and present them to the banking system.

Gholam and Akbari (2016) conducted a research entitled "Study of individual and family factors affecting the academic performance of art students of male schools in Bardaskan." The results showed that individual and family factors and characteristics have a significant effect on students' academic performance. However, art students' field has no significant effect on their academic performance.

Momen Nasab and Shahabi Nasab (2017) conducted a study on Islam's view of management and the impact of Islamic leadership and management on human societies. This work analyzes the concept of Islamic public affairs management and some models, examples, obstacles and functions of Islamic management in managerial planning and decision-making within the framework of Islamic sources. It explains the definitions, describes the approaches of Islamic management and the differences between this type of management and non-Islamic management and compiles a roadmap for Islamic management in the form of micro and macro models. Relying on a semi-open library research method and retrospective documents, including printed and contained in Internet environments, virtual databases and information, we designed shortly the main purpose and theme of the article. We developed a model to identify and explain the strategies for promoting and developing Islamic management and leadership as new achievements at the societal and organizational levels. In a study, Shafiei et al. (2016) identify the most important dimensions and barriers to effective communication in order to increase the impact of the message on the audience. The aim is to identify these dimensions and barriers, using the most important advertising management strategies, to provide an effective communication mechanism and proper message transmission. In this regard, there is special attention to the use of Islamic principles and teachings. The main purpose of advertising is to influence people's attitudes, behaviors and actions. This is possible if the advertiser, firstly, is fully acquainted with the concepts and principles of communication and advertising strategies, and secondly, applies these principles and strategies according to the cultural background of the audience. The results of the researchers indicate that the application of Western principles and theories of communication and propaganda cannot be of absolute effect, because some of these principles are not compatible with the culture of Iran. Therefore, in this research, we have studied and extracted the most important dimensions, principles and criteria of effective communication and advertising management strategies with a focus on the principles and teachings of Islam. Conclusion: For the effectiveness of the communication process, reduction of communication barriers and proper use of advertising solutions, it is necessary to consider these concepts and

dimensions, in accordance with Iranian Islamic culture in policy-making and planning of communication and advertising at all levels.

Smith et al. (2017) showed that there is a positive relationship between the source of internal control and job performance. This means that people who have a source of internal control have better job performance and less job stress and burnout. Therefore, this study predicts that personality traits affect organizational citizenship behavior by influencing the work control center. Organizational justice is concerned with the views of members of the organization on the organization's fair treatment. Employees' perception of fair wages and fairness in organizational procedures is called interactive justice. It also describes the decision-making processes and the interpersonal relationships that employees receive from decision-makers.

In a research, Al-Kahtani (2014) examined the application of Islamic principles in creating strong human resource systems. The results showed that a human resources management system, based on the Islamic approach, would have many benefits for the organization.

These benefits include creating a healthy work environment that fosters mutual trust, respect, consultation, knowledge sharing, and creativity and innovation.

Kedjee et al. (2011) showed the effects of personality traits and gender on the dimensions of citizenship behavior. There was a significant correlation between organizational justice and chivalry and a significant correlation between interactive justice, social manners of chivalry and work conscience.

Table 1 summarizes the conducted researches.

Table 1: Researches

Row	Subject	Researcher	Results	Criticism
1	Defining and measuring organizational spirituality	Karakas (2009: 89)	By examining the research literature in this field, we have found about seventy definitions of the concept of organizational spirituality. In most of these definitions, the distinction between spirituality and religion is clear	This research mainly focuses on the term spirituality in general and less on the concept of organizational spirituality in particular.
2	Defining and measuring organizational spirituality	Byrne, C. J., Morton, D. M., & Dahling, J. J. (2011: 299)	They examined organizational spirituality when the employee must expectedly engage in emotional behaviors at work. The results of this research also show that there are cause and effect relation between organizational	It is not clear exactly which components of organizational spirituality should be most strongly reinforced and nurtured by an employee's emotional work.

			spirituality and emotional work. In general, the results of this research indicate that in order to protect the employee in performing emotional tasks, spiritual beliefs should be developed in the organization.	
3	Infrastructures for implementing organizational spirituality	Bandsuch, M. R., & Cavanagh, G. F. (2005: 221)	In their research on the implementation of organizational spirituality, they show that the three dimensions of organizational spirituality, including beliefs, rituals and community, should developed in the workplace as the infrastructures for the full implementation of organizational spirituality.	Researchers could introduce and present the components of organizational spirituality in three general categories, including prerequisites, key components, and implications of spirituality in the workplace.
4	Spiritual leadership	Fairholm (1998: 11)	Fairholm's model explains that leadership, as an example of the individual reality that exists in a person, leads to a feeling that results in a dynamic and interactive leadership process. It suggests that the relative success of leadership is measured from the perspective of the observer of the process, and that the concept of leadership implemented by individual role-players follows a five-level behavioral	In recent years, in the literature of organizational spirituality, there was an increasing attention to the concept of spiritual leadership. Spiritual leadership emphasizes leadership morality, sustainability, and social responsibility without sacrificing profitability, income growth, and other financial characteristics (Fry, L. W., Vitucci, S., & Cedillo, M., 2005: 895).

			hierarchical model. He also argues that each person see leadership in their own way. This difference refers to difference in the psychological level, as well as the current paradigm and the virtual environment.	Perhaps the most complete development model that has led to the development of a theory of spiritual leadership is the Fairholm's leadership model. (Dent, Eric B. & Higgins, M. Eileen & Wharff, Deborah M., 2005: 625).
5	Conceptualizing organizational spirituality	Milliman, J., Czaplewski, A. J., & Ferguson, J., (2003: 426)	The researchers selected three of the seven dimensions of spirituality that Schmus and Dachun (2000: 134) outlined for measuring organizational spirituality and categorized them into three levels: individual, group, and organizational. According to them, the concept of organizational spirituality at the individual level includes meaningful work; at the group level, it includes a sense of community; and at the organizational level, it includes the Alignment with the Organization's Values.	This model is truly one of the most valuable researches in the field of organizational spirituality with a behavioral approach. From a positivist approach, it has assessed the concept of organizational spirituality. Because in most researches the spiritualism has dealt with this concept from an introverted point of view, it seems that we should use other approaches for completing this research.
6	Spiritual Workplace Scale(SWS)	Kincherski and Skipank (2006: 231)	This research, unlike the ones of Schmus and Dachun, which measured the experience of personal spirituality in the workplace, determines the	

			Spirituality in the workplace as something beyond the personal experience of individuals alone in the workplace. To show this, it measured four factors: Engaging Work, Sense of Community, spiritual connection, and mystical experience. These researchers suggest that spirituality in The work environment is a distinct state characterized by cognitive, interpersonal, spiritual, and mystical experiences.	
7	Consequences of organizational spirituality	Fanggida, Rolland, Suryana, & Efendi. (2016: 639)	In general, this research has measured the consequences of organizational spirituality, especially in the two areas of job satisfaction and organizational commitment in Malaysian universities. The results of this research show that, because it plays an important role in the process of "self-control" of individuals, Organizational spirituality can be an important facilitator in achieving individual and	This research does mention nothing about moderating variables that could be present in the relationship between organizational spirituality, job satisfaction and organizational commitment. It does not provide any specific practical solution to promote the impact of organizational spirituality on the outputs of the organization.

			organizational goals of employees and therefore bring them job satisfaction and provide organizational commitment.	
8	Levels of organizational spirituality	Gibens (2000: 111)	This research divides organizational spirituality into two main parts: individual spirituality which includes a personal path that seeks to align the spiritual life of the individual with the work environment and includes two aspects: internal (individual meditation, spiritual attitudes towards work, etc.) and external (observable behaviors, spiritual symbols, etc.) and organizational spirituality that seeks to introduce different dimensions of spirituality into the professional and personal life of employees. Organizational spirituality, like individual spirituality, also includes two aspects: internal (culture, stories, and organizational plans) and external (structural features such as hierarchy of authority, organizational justice, etc.).	It seems that measuring the internal dimensions of each part cannot be measured by positivist methods and to analyze these dimensions we require the method such as phenomenology and so on.

| 9 | Organizational Spirituality and Human Resources | Helmi (2016: 195) | This research evaluates the relationship between the indicators of spirituality in the workplace and the efficiency of human resources. The statistical population of this research is six government agencies in the United States. Our index that it has used to study and communicate with human resources management, based on the research of Milliman et al. includes meaningful Work, sense of community and Alignment with the Organization's Values. The efficiency of human resources in this research is based on the characteristics of Hershey and Gold, which are introduced as seven dimensions of human resources effectiveness. The results of this research indicate a positive relationship between spirituality in the workplace and the efficiency of human resources. | It is one of the few studies on the relationship between organizational spirituality and human resources efficiency components. |
| 10 | Determining the model of Islamic spiritualist leadership | Bagheri and Saadabadi (2011) | In the proposed model, the factors of Knowledge and self-improvement of the growth environment, the commander's behaviors lead to the | This research mainly addresses the prerequisites and assumptions necessary for the formation of Islamic spiritual leadership |

			creation of spiritual reproduction, effective preconditions for the growth of individuals, and thought and behavioral characteristics in the forces and the process of influence occurs.	and the characteristics of Islamic spiritualist leadership are not highlighted.
11	The model of implementing spirituality in organizations	Abedi Jafari and Rastegar (2005)	The model of this research shows that communication is tied to the variable of spirituality at work (transpersonal, intrapersonal, interpersonal and extra-personal). This research claims that a set of existential dimensions of spirituality in working arises with interpersonal, intrapersonal, interpersonal and extra-personal relationships. There is a spiritual experience and a sense of connection as well as a supernatural force at work. Spirituality at work, deep introspection is to discover the dimensions of inner existence	
12	The relationship between organizational spirituality and human resources management system	Amerian (2014)	This research explains and determines the relationship between spirituality and human resources management system. For this purpose, it has selected the staff of hospitals in	This university thesis although stated that human resources management system from Bamberger's point of view has a main components such as the system of performance and reward appraisal,

			Shahroud as a statistical population. Examination of the results showed that at a significance level of 5%, spirituality at work establishes a positive and significant relationship with the human resources management system. The results of the research also point out that one of the factors that can improve human resources actions is spirituality in the workplace.	manpower supply and employee relations. It is not exactly clear with which of its components the organizational spirituality can have different effects on these subsystems.
13	Organizational spirituality and human resource maintenance	Abbariki (2014)	This research aims to investigate the effect of organizational citizenship behavior and spirituality on human resources conservation strategy. It proposed nine hypotheses, three of which are major and six of which are secondary. It used Structural equation and regression tests to analyze the data. The results indicate the effect of organizational citizenship behavior on human resources conservation strategy and the effect of spirituality on human resources conservation strategy.	This academic dissertation does not mention any of the components of organizational spirituality and the effect it can have on one of the human resources management subsystems. It also dealt with the dependent variable, namely Maintenance of human resources from among its constituent components and did not embark upon other components such as Safety, health and services transparently.

14	Measuring the level of organizational spirituality	Mirkazemi and Heidari (2012: 111)	It has examined the level of organizational spirituality and has considered the importance of organizational spirituality in better understanding the purpose of work, beyond its material issues for employees. The results of the research clarify organizational spirituality, especially at the individual level.	This research measures the level of organizational spirituality through the model of the Schmuss and Dachun; it measures organizational spirituality in three individual, work and organizational levels.
15	Islamic spirituality and organizational citizenship behavior	Rudsaz and Bisheh (2013: 81)	It has determined the role of Islamic spirituality in the occurrence of organizational citizenship behavior. The research findings indicate that there is a significant and positive relationship between Islamic spirituality and organizational citizenship behavior. This effect has been shown to be moderate with respect to standard coefficients (gamma). Considering the degree of being influenced by the Islamic spirituality in ranking the dimensions of organizational citizenship behavior, therefore, the greatest and strongest effect in this research is on the dimension of individual initiatives.	In this research, the model of Islamic spirituality seems to be coherent and strong based on the presented documents. Generally, Islamic spirituality has two individual and organizational forms, each of which includes two internal and external dimensions. it has presented the components of each in full.

			The effect of Islamic spirituality on helpful behaviors has been limited and reported at a low level. The results showed that Islamic spirituality is effective in the emergence of organizational citizenship behavior and increases extra-role behaviors in the Civil Registration Organization.	
16	Model of organizational spirituality	Ali Panahi (2008: 1)	This doctoral dissertation investigated the role of spirituality in the efficiency of the banking industry. It provides a model of organizational spirituality that includes individual and organizational aspects, each of which has internal and external dimensions. In general, the results of this research show that Organizational spirituality affects the efficiency of the banking sector.	
17	Spirituality and motivation of employees	Rastegar (2006)	This doctoral dissertation, which aims to present and explain the motivational model based on spirituality at the University of Tehran, examines the relationship between two important concepts of motivation and	

			organizational spirituality. One of the most important findings of this dissertation is that, according to the university staff, their working life has little to do with spiritual matters and they do not seek to integrate it. According to the author, employees do not feel any community with God and with themselves in the workplace, and they feel this connection more with others and their environment. This researcher considers that the reason for this is that employees remain at the level of their basic needs and consequently do not address the needs of higher levels (which also deals with the category of spirituality at the same higher levels).	

3. Conclusion

The role and impact of human resources, which is the main capital and the most important factor of competitive advantage of any organization, should be at the forefront of managers' attention so that they can achieve the desired results and consequences (Soltani, 2011). Therefore, achieving the goals of the organization depends on the ability of employees to perform tasks and adapt to the changing environment. However, many senior managers claim that their human resources are the real assets of their organizations. But a simple study shows that they do not adhere to this belief. Because, some of the basic needs of employees at the organization level, such as the need for training and improvement of employees, which is one of the keys to success of the organizations in today's fast-paced world, do not attract their attention (Sabrakesh, Mazinani and Noor Mohammadi, 2013). Thus, throughout history, management has had different ways and methods to be fulfilled, and in different ways, it has provided the basis for the stability and survival of governments. With the development of science and the increase of human knowledge in using their facilities and abilities, the impact of management on human progress became more evident. Along with that, different theories were proposed that looked at

human beings from different angles. Examining all these theories, we identified one thing in common: attention to the result of work and being goal-oriented. In this regard, human beings are considered sometimes in line with the tools and sometimes at higher levels. The considerable point is that in any case, in order to increase production and the desired economic result, the human has attracted the attention. Due to its concentration, Kurdistan University needs a kind of management that is in harmony with their beliefs, religious principles, values, ideals, and ethics. Because a new approach to management in society is the Islamic management of human resources. Therefore, like anything new in society, it faces inevitably challenges to develop. There are many obstacles in the Islamic management of human resources, but identifying and eliminating them is one of the basic priorities of any organization.

References

1. Tonke Nejad, Mandani & Davari, Ali (2009). Human resources development with a sociological approach of the organization. Quarterly Journal of Human Resources Management Researches, Imam Hussein University, First Year, No. 28.3.
2. Jazani, Nasrin & Taheri, Nader & Abili, Khodayar (2010). Compiling human resources development strategies with an approach of staff knowledge development. Strategic Management Studies, No. 2, Summer 2010, pp. 15-29.
3. Rahimi, Saeed (2018), Identification and evaluation of key components of human resources management system in government organizations (Case study; Bumhen Municipality), Fifth National Conference on Applied Researches in Management and Accounting, Tehran.
4. Soltani, Mohammad Reza (2011). A study of interaction of organizational culture with the systems of education, training and human resources development. Police Human Development, No. 38, pp. 87-108.
5. Kargar, Gholamreza (2010). Optimization of human resources as a solution for the sustainable development of the organization. An analytical study of factors and solutions. Bi-Quarterly of Police Human Development, Year 6, Issue 27.
6. Sabrakesh, Alireza & Mazinani, Habibollah & Noor Mohammadi, Hadi (2013). Training and development of human resources in the organization. Management Studies in Law Enforcement Education, No. 4 (24 consecutive), Year 6, Winter 2013.
7. Tonke Nejad, Mandani and Davari, Ali (2009). Human resource development with the sociological approach of the organization. Quarterly Journal of Human Resource Management Research, Imam Hussein University, First Year, No. 3.
8. Jazani, Nasrin; Taheri, Nader and Abili, Khodayar (2010). Develop human resource development strategies with a staff knowledge development approach. Strategic Management Studies, No. 2, Summer 2010, pp. 15-29
9. Rahimi, Saeed, 1397, Identification and evaluation of key components of human resource management system in government organizations (Case study; Bumhan Municipality), Fifth National Conference on Applied Research in Management and Accounting, Tehran
10. Soltani, Mohammad Reza, 1390. A study of how organizational culture interacts with systems of education, training and human resource development. Police Human Development, No. 38, pp. 87-108. Kargar, Gholamreza, 1389. Optimization of human resources is a solution for the sustainable development of the organization. Analytical study of factors and solutions. Police Human Development Bi-Quarterly, Year 6, Issue 27

11. Sabrakesh, Alireza, Mazinani, Habibollah and Noor Mohammadi, Hadi, 2013. Training and development of human resources in the organization. Management Studies on Law Enforcement Education No. 4 (24 consecutive), Year 6, Winter '92.