



Assessment of Human Resource Management Framework from Islamic Paradigm: Proposition of an Islamic Model of Human Resource Management

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Abstract

The study of Human Resource Management (HRM) in the context of Islamic philosophy has gained traction especially in the last two decades. This paper aims to assess the HRM purpose, processes and practices in the light of Islamic doctrine to eventually present an Islamic model of HRM that is hinged upon Islamic principles and values. The postulated model offers a unique perspective by incorporating both contemporary and spiritual dimensions to HRM framework in order to provide a holistic outlook to the study of Islamic Human Resource Management (IHRM). The proposed model named The “AF Islamic HRM Model” is driven by two key Islamic concepts of *Adl* (justice) and *Falah* (wellbeing or success), where *Adl* represents an essential underlying element for all HRM processes as per the proposed IHRM model and the conception of *Falah* implies an ultimate reward or success in this world as well as in the world hereafter, as perceived from the Islamic belief system. The paper entails a qualitative research approach by evaluating the existing HRM models as well as analyzing the already available literature regarding Islamic perspective to the HRM theory to ultimately posit a model which contributes value to the existing knowledge base of Islamic HRM. There is not much research regarding the application of Islamic ideology to various facets of HRM and this study endeavors to address this research gap by proposing an IHRM model which consolidates both the contemporary HRM philosophy as well as the Islamic tenets and guidelines, encompassing diverse aspects of both religion and worldly life by providing insights about the conventional HRM body of knowledge with a touch of ethics and spirituality.

Keywords: Human Resource Management (HRM), Islamic Human Resource Management (IHRM), Human Resource Management Models, HRM Practices, Islamic Perspective, HR Processes

1. Introduction

The modern day organizations are cognizant of the value and vitality of human resources as one of the greatest factors that contribute towards the overall success of organizations as well as about the role of human resource (HR) towards the achievement of organizational goals. Human resource management is a fundamental organizational function which is the process of acquiring, managing, compensating, developing and deploying the staff in organizations to achieve strategic objectives and attain success in a mutually beneficial working relationship. As the time passed, the philosophy of human resources management grew expansive and the emphasis of thinkers, theorists, scholars and authors shifted from the foundational aspects to the contemporary issues pertinent to human resource in order to deliberate, delineate, and discuss the rapidly changing dynamics of human resource management and ancillary practices in the managerial context especially in relation to the strategic objectives and achievement of organizational goals (Amos et al., 2009). HRM has its origins derived from various social sciences including psychology, sociology and economics in general and specifically from personnel management, public administration, and social psychology in particular. The element of humans in the HRM is what makes the concept of utmost significance, however Inkson (2008) asserted that instead of using the term ‘human resource management’, we must use the phrase ‘human partnership management’ to encourage less depersonalized and dehumanized view of employment relations. There is a realization among the HRM scholars and thinkers to appreciate the importance of HRM not merely in organizational context but in the ‘human’ or ‘employee’ context as well; the proponents of this argument contend that due attention to the human element is to be highlighted by considering that employees serving in the organizations as the ‘human resource’ are not like other organizational resources e.g. physical, financial, or technological resources. The employees represent the highest category of assets that any organization has and demands the highest degree of importance in order to secure the strategic organizational goals in a win-win scenario wherein both the organization as well as its employees collectively attain tangible and non-tangible benefits and gains without denting each other’s motives and without compromising on the best practices, value system and ethical conduct (Fryer, 2018).

The scholars and practitioners of HRM are gradually becoming more and more conscious about ethical contexts of HRM and are realizing that there is a greater need to integrate and assimilate ethical conduct to ensure that ethical and moral principles of management practices are not violated by HR professionals in dealing with the organizational staff and employees while managing and formalizing various HRM processes (Nadia et al., 2012). With the involvement of ethical underpinnings and embracing of certain standards of morality with reference to organizational aspects, processes and practices as well as the social role of enterprises in context of corporate social responsibility (CSR) initiatives, the facet of ethics and religion also intertwined with the domain of human resource management (Greenwood, 2013). Understandably, as the ideals of ethical conduct and moral values being applied and attached to the discipline of HRM, the religious perspective also is essentially applicable to the subject matter, practices and processes of HRM in this frame of reference. The religious perspective i.e. how Islam is relevant to the theory and practice of HRM is discussed in the next section.

2. Human Resource Management in the Light of Islamic Paradigm

Islam is a comprehensive code and a complete framework for all mankind encompassing all matters of human life. Islamic ideological principles are much expansive and broader in scope that they cover all aspects of individual and collective life (Aqib, 2012). This is an astounding fact that Islam offers guidance in all spheres including legal, political, social and economic facets of

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individual and social life. The principles and tenets regarding business and managerial issues are gleaned from the two cardinal sources of Islamic framework which includes the Holy Quran and the Sunnah (saying and actions) of the Holy Prophet Muhammad (peace and blessings be upon him). The rulings of Islam are broadly categorized under two major jurisprudential divisions; the first category covers the aspects of belief and worship while the second one covers the daily life affairs of humans. The latter category of Islamic jurisprudential framework offers guidance regarding HRM processes and practices as well. The concept of Islamic human resource management simply entails that HRM actions and aspects are conducted in line with the guidelines of Islam (Razimi et al., 2014). The tendency to perform and manage HRM procedures in accordance to the Islamic doctrine is the plainest elucidation of Islamic human resource management. Islam holds a pristine value in terms of everything for the life of mankind, and Islam offers an inclusion of a proper decorum when it comes to its teachings. Human Resource Management especially in this modern era is an extremely inevitable organizational necessity and the teachings of Islam paves a clear path for many Muslims around the world and most of that these teachings are totally applicable and understandable for non-Muslims as well (Mellahi & Budhwar, 2010).

Islamic human resource management (IHRM) refers to the conformity of HR process, practices and aspects to Islamic principles and tenets in order to attain wellbeing of both employees and organizations. Islamic framework governs all matters of human life being a complete system and a way of life which is complete in moral, intellectual, private, social, economic, corporate and in political affairs (Kalwar, 2020). Islam teaches humans the self-management through its five chief pillars, either it's having firm faith through Tawheed (Oneness of God), either discipline through Namâz (Praying), either sharing your valuables or giving alms in order to help indigent people through Zakât (Charitable Tax), either having patience and abstaining from forbidden deeds through Saôm (Fasting), and either equality through Hajj (Pilgrimage). Therefore, by the assistance from self-management taught by Islam also helps in the management of human resources. The emphasis of Human Resource Management had been unprecedented through-out decades and especially under the evolving dynamics of 21st century, HRM is one of the most crucial elements, and an essential function in all contemporary organizations, and thus, Human Resource Management is paramount to on-going strategies in modern businesses (Aslam et al., 2013). HRM possesses various vital procedures according to the organizational needs and in all of that it also concludes of certain ethical behaviors to which Islamic teachings are utterly adhered such as objectivity, integrity and professionalism (Chowdhury et al., 2019). Islamic principles are adamant to any opinionated or analyzed discoveries but it holds a certain level of flexibility which makes its teachings to be enrolled in any era of practical life and so with all accountability and fairness as the utmost priorities, Islam holds explained briefings on HRM which can easily be embraced by modern-era perspectives (Asfahani, 2022). Human resource management amplifies the managerial system of an organization but there would be a greater execution of managing if defined in accordance with the teachings of Islam. As it does not only enhance the level of contentment of people working under Islamic-HRM but also the teachings of being impartial and equal brings substantial significance in the relation between an employer and employees (Godil et al., 2019). Adding on, the implementation of Islamic-HRM (IHRM) includes certain properties which clearly signifies the elements of IHRM. Islam illustrates that how workers have to be gauged according to their intended missions and goals, then how truthfulness and trustworthiness brings out prosperous actions, discipline, sincerity and gratitude. Moreover, it teaches about 'Taqla' which implements the knowledge of being righteous and choosing justice over any biased or favorable decisions. 'Shûra' which entails about a detailed consultation and helps in recruitment and selection. And the subsequent, Islam teaches about the fair division of labor among workers which prevent any future hindrances (Maulida & Rusydiana, 2023).

For organizations operating in the contemporary world of intricate technologies and having diverse and complex structures regardless of any size or with any level of operational intensity, HRM comes out as the utilitarian service which sets out a proper and clear image for any sort of entity or organization. It entails the maintenance of professional conduct which makes a company suitable, safe, and a great space to work. Islam binds with this similarity and is familiar with all the teachings of ethics as an utmost priority. Ethics systemizes a business, both externally and internally by creating an environment where both employee staff and the customers feel free to enter, communicate and perform their proceedings in a morally responsible background (Alotaibi & Hamas, 2021). Islam is a religion which highly acknowledges truthfulness and trustworthiness and in accordance with HRM criteria, an employee has to be trustable who do not create any kind of laborious situations in future. As stated in a reference from one of a chapter of Holy Quran, 'Surah Al-Qasas (28:26); "O my father, hire him. Indeed, the best one you can hire is the strong and the trustworthy". A brief background on this verse explains the one of life events in the story of Hazrat Musa (Moses AS). Moreover, a tradition reported by Holy Prophet (PBUH) as; "A hypocrite is known by three traits: When he speaks, he lies; when he promises, he reneges, when he is entrusted, he embezzles" (Saheeh Al-Bokhari & Saheeh Muslim). This can be implemented in our minds much clearly in terms of recruiting a person for a job, and it alert us that how to spot hypocrisy in work places. Talking about hiring and recruitment, which is the initial step according to the context of Human Resource Management and hiring people with certitudes should never get compromised. In addition, when ethics are being discussed, communication is the most concerned determinant both in the fields of HRM and Islam too, as in a tradition reportedly said by Holy Prophet (saww) as: "Let whosoever believes in God and in the Last Day either speak good or be silent." (Al-Bokhari & Muslim). In another tradition it is said regarding both communicative and physical interaction: "Whoever can guarantee for me (that he will guard) what is between his jaws (tongue) and what is between his legs, I will guarantee for him Paradise." (At-Tirmidhee). Further elaborating the Islamic based recruitment includes hiring of someone who is capable of their assigned responsibilities, who do justice with their duties, and in particular, it is highly commanded in Islam that to hire someone totally based on merit and proficiency because recruiting someone merely due to a blood relation, due to someone's highly famed personality, or someone who is favored upon the basis of nepotism or favoritism is completely prohibited (Balla et al., 2016).

Subsequently, according to (Khan et al., 2010), there are seven major principles of ethics in IHRM which are: (1) Brotherhood and Benignity (Al-Ukhuwwah and Al-Ihsan); (2) Impartiality and Probity (Al-'Adl); (3) Fulfillment of agreements (Ifa al-'Aqd); (4)

Ensuring rights of people (Haquq al-'Ibad); (5) Justified Wages (Al-Ujrah); (6) Coordination and Synergy (Al- Ta'wun) (7) Honesty and Trust (Al-Ikhlas and Al-Amanah)

Going forward into the HRM framework from Islamic context, IHRM stresses the value of being fair and just in HR managerial practices and governs the attitude and behavior in this regard and also guides on how this behavior can be balanced in the organizational context. The element of objectivity in work places is getting rarer and according to organizational study, not being fair or favoring someone else continuously over another who is equally capable and talented creates a 'Glass Ceiling effect' which simply means a barrier that prevents working people from reaching to a senior or an undisputable positions (Taparia & Lenka, 2022). Managing of Human Resources carries conspicuous contributions in terms of sustaining organizations and so as Islam's teachings on justice and being fair is the advent to fruitfulness in relations between a manager and employee (Osman et al., 2014). Furthermore, a verse from Surah An-Nisa which beautifully, explains the nature of justice according to God, which says; "Indeed, God never wrongs anyone even by an atom's weight. And if it is a good deed, He will multiply it many times over and will give a great reward out of His grace." (Quran, 4:40). It's 2024 but there is still an alarming concern for Muslims living over-seas and who are earning there, confronts major issues in getting hired as being bashed with a tagline of terrorism because Islamophobia is still infused in many western minds. It is highly an urgency to deplete or to overcome this myth or belief as undeniably, Islam is the most fast growing religion with statistics stating the increment of Muslims to 2.76billion by 2050 (Linando, 2022).

Getting a little deeper into justice and the glass ceiling effect, there always had been a sense of prejudice when it comes to hiring women and this has also become a perpetual debate over the years. Concern like this where the emancipation of women is limited and a prevalence of injustice is a major determinant is based on a much longer argument, facts and figures. Adhering to the relevance of the paradigms of IHRM, Islam has clearly stated the prohibitions and regulations for women wanting or having a need to work outside, which especially includes working among other women, covering of head and body in a way to look apparent and formal, and not to have any sort of interaction with those men who are not their husbands, brothers, and fathers. With these limitations which are totally not possible to cater in this modern world raise a question for working Muslim women and then being treated unfairly is another universal conflict. Islam denotes that for women, it is ordered to work according to their nature in which medical or teaching jobs tops up (El Saadawi, 1982). The worrying factor comes out when women confronts harassment in their working places which is a global contention for all the women around the world and how it creates an extreme suffocation for females to work outside. According to the chapter 24 of Holy Quran explains in a concise manner that how men and women should behave among each other and this verse can also be relative to the need of ethical behavior when it comes to hiring, especially women.

"Tell the believing men to lower their gaze and guard their chastity. That is purer for them. Surely Allah is All-Aware of what they do." (Quran, 24:30) "And tell the believing women to lower their gaze and guard their chastity, and not to reveal their adornments¹ except what normally appears.² Let them draw their veils over their chests, and not reveal their 'hidden' adornments³ except to their husbands, their fathers, their fathers-in-law, their sons, their stepsons, their brothers, their brothers' sons or sisters' sons, their fellow women, those 'bondwomen' in their possession, male attendants with no desire, or children who are still unaware of women's nakedness. Let them not stomp their feet, drawing attention to their hidden adornments. Turn to Allah in repentance all together, O believers, so that you may be successful." (Quran, 24:31).

Staying continued with the topic, the managerial paradigms set by Islam are poised in a way that they bring benefits over mundane elements in organization such as Prophet's (PBUH) initiative on consultation (Shūra) in Medina, as they believed in consulting other Muslim members before making or implementing any decision (Branine & Pollard, 2010). Most importantly, consulting or getting advised before making decisions is not supported by western regulations and it is widely considered to allot powers in concerned departments so as everyone becomes either a king or choose to become a leader in different sectors of working, which most of the times lead to nullification of decisions, or denying manager's decisions insinuates a rude behavior (Wiryanto, 2019).

In terms of assessing the HRM framework, this is amazing to realize that all HRM processes can be analyzed from Islamic standpoint. For instance, when we take into consideration the planning aspects, Islam offers guidance by stressing upon future uncertainties and so much so Islam's planning transcends beyond this world, leave alone HRM or all matters of this life. Islam enjoins justice and fairness while selecting and hiring staff. With reference to compensation and benefits, a single Hadith of Prophet Muhammad (peace and blessings be upon him) is sufficient in this context which states that "Give the remuneration to the laborers/workers before their sweat dries up". The values of objectivity, impartiality and no bias shall also be applied to performance appraisal element of HRM to avoid any sort of injustice or unfair treatments with the employees. Human Resource Planning (HRP) in HRM sets out a competitive edge for companies and as supported by western policies of HRM, having a competitive edge over another company sets out a rivalry which both ways increase rate and innovation in production. Whereas Islam, being a religion entailing tranquility do not supports the unhealthy way of competing in the market. Strategic HRP according to western system stay focused on higher profits irrespective of a fact that how other entity and their stakeholders are being affected but Islam teaches the welfare of people either in the market or not. The company getting flourished on schadenfreude is not favored by Islam as it leads to greed, envy and unhealthy rivalries. At most of the times, these competitions lead to hostile takeover of companies, or even demolition of entire businesses (Pratiwi et al., 2022). IHRM in relation to training and development also includes the aspects of Islamic moral and spiritual teachings and to get trained or developed under the assistance of these learning principles (Islam & Hossain, 2018). Essentially, HRM also includes record-checking, the pay rolls, attendance of employees and most importantly, these duties have to performed with pure precision and with no errors intentionally or mistakenly made. In the seventh chapter of Quran, it says: "Worship Allah! You have no other God but Him. Verily, a clear proof (sign) from your Lord has come unto you; so give full measure and full weight and wrong not men in their things, and do not do mischief on the earth after it has been set in order, that will be better for you, if you are believers." (Quran, 7:85). Now that we have discussed the HRM in Islamic perspective, let us now discuss some contemporary HRM models to subsequently propose the Islamic HRM model in the second last section of the paper.

3. Human Resource Management Models

Over the years various researchers have endeavored towards devising models to efficiently and effectively use resources for optimizing employee management. These human resource management models assist businesses in achieving their objectives while keeping the work force motivated to fulfill the common organizational goals (Tiwari et al., 2019). Human resource management (HRM) models approach hard and soft forms. The hard HRM model is a rather harsh approach that looks at human capital as a factor that should contribute productively and nothing more. While the soft HRM humanizes the individuals and focuses on maximizing productivity through employee motivation, employee empowerment and trust. Thus, acknowledging humans as the most important resource (Omar et. al, 2023).

However HRM models frequently blend the two approaches i.e. hard and soft HRM to come up with four basic models to serve various goals. Models that are generally taken as the benchmark are Harvard Model, Ulrich Model, Warwick Model and Guest Model (Thierry, 2018).

The Harvard model has had a global impact as its core elements resonate with reinforcing the need for propagating the long term employee wellbeing to target organizational effectiveness. (Imna & Hassan, 2015). This roadmap to treating human resource as an asset and enhancing its capability through motivation outlines the expectation for all managers to interact with the employees keeping a code of conduct in view (Andalib et al., 2019). The models essential components include stakeholder circumstances and interests, HR policies/decisions, their subsequent outcomes and implications followed by a feedback process (Olasoji, 2019). Employees like other stake holders have a set of concerns and wants by satisfying which an organization can make them commit and maximize performance. The Harvard model is a soft HRM perspective that focusses on achieving organizational objectives as well as achieving competent and cost-effective work force. This approach is focused on achieving employer objectives and employee well being and commitment. The overall societal welfare that results from focusing on the four C's namely commitment, congruence, competence and cost effectiveness makes this model popular amongst its many proponents. The Harvard model outlines four areas "HR flows, reward systems, employee influences and work systems" (Omar et. al, 2023).

The Ulrich Model put forward in 1997 is a reflection of the evolution of human resource practices as they transition from conventional HR to strategic HR. It is a model that remains relevant to many organizations as they evolve and transform their HR strategies to build on the global outlook. The model is reflective of four facets of HR namely strategic, people, operational and processes (Wai et al., 2021). To put it more explicitly "When these segments match the needs of the adjacent part, they will form attribute quadrants that describe the following HR behaviors: i) strategic partner, ii) change agent, iii) employee advocate and iv) administrative expert (Ulrich, 2016)". These facets are organized into four quadrants clockwise. The first quadrant explains the impact that HR has in creating a positive image and reputation by highlighting the top talent and making use of their knowledge for the betterment of the organization. As a strategic partner the human resource department works to enhance efficiency and innovation by investing in personnel development (Cayrat, 2023). The internal stakeholders are a focal point for ensuring the effective implementation of organizational objectives into the daily tasks. As change agents the HR is focused on clearly communicating the changes that occur over time in order to gain "employee trust" while building on their existing skill sets and knowledge. Being in the role of employee advocate it is also the responsibility of the HR to represent employee interest and safeguard it. With the evolution in technology it is necessary that HIRS systems are put in place and elimination of manual data entry is propagated.

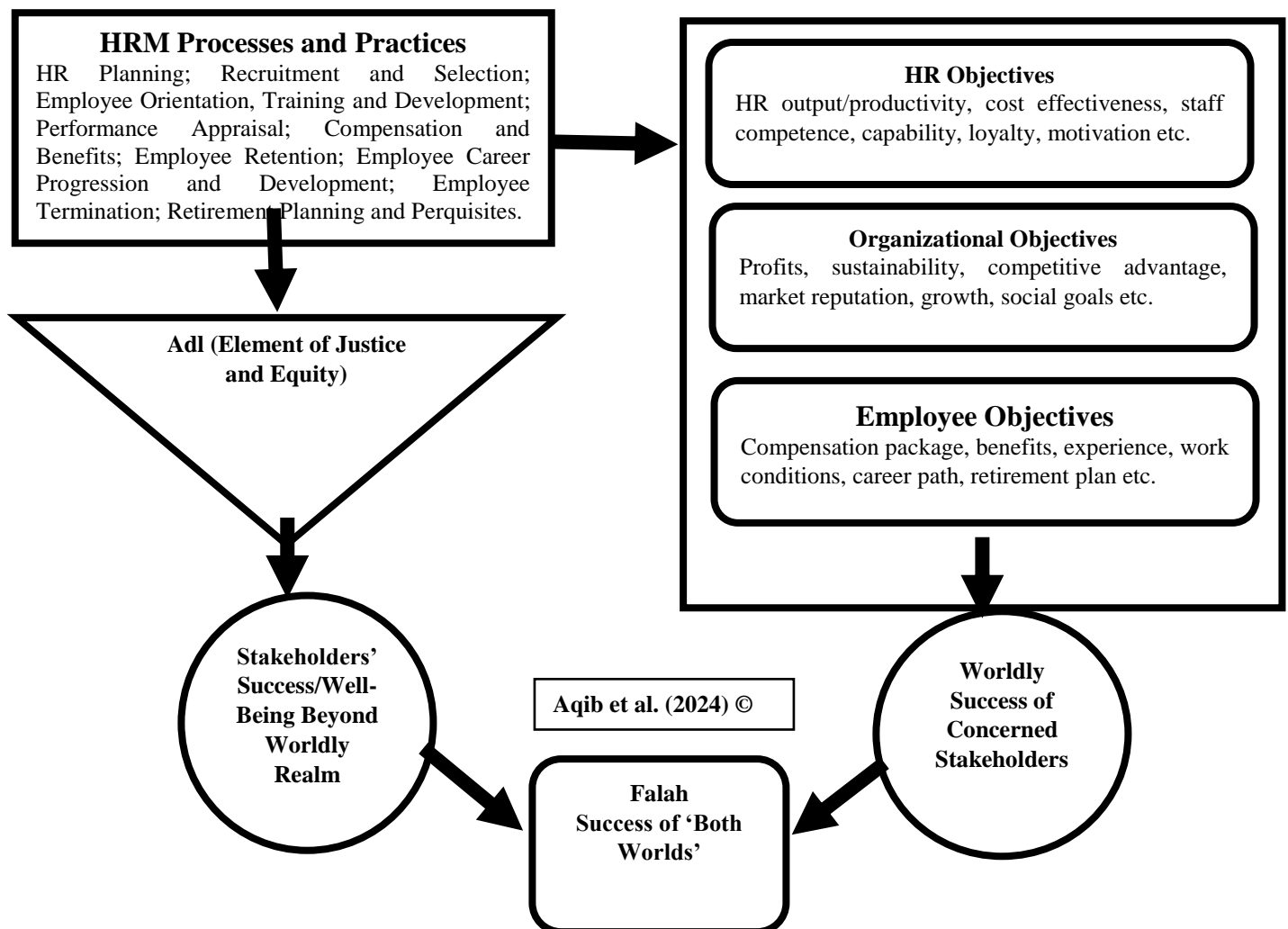
The Warwick Model is another model put forward by two researchers Hendry and Pettigrew and it revolves around the following five elements i.e. "outer context, inner context, business strategy content, HRM context, and HRM content". The external context refers to the macro or larger environmental factors; the inner context talks about the micro level or organization specific factors; accordingly, the business strategy content and its effective implementation and utilization is also a factor that cannot be overlooked to achieve overall success. While strategy in terms of content and context is also a factor that is essential to achieving performance goals as well as growth. The essence of the models is the fact that the organization has to continuously adjust and align in terms of relationship mapping lead by the human resource wings (Olasoji, 2019). The entities that are able to align the internal and external factors according to the dynamics of micro and macro changes are able to champion the content and the context. Thus, steering the organization in the desired direction of providing conducive atmosphere to the main stake holders, the employees, of the company (Andalib et al., 2019).

David Guest in 1997 presented a synthesis of hard and soft HRM characteristics claiming to be one of the best models (Olasoji, 2019). The model stresses on flexible frameworks whereby it relies on an employee's ability to change and adopt different business environments and work circumstances. This in turn reflects their ability to cope with change and innovation (Thierry, 2018). Thus, relying on strategies is thought to result in excellent organizational performance and individual creativity. To put it concisely "HRM strategy, HRM practices, HRM outcomes, behavioral outcomes, performance outcomes, and economic outcomes are the six dimensions of analysis in the Guest model of HRM (Thierry, 2018)". The Guest Model seeks commitment from the organizations with the core seven policies of i) recruitment, ii) selection and socialization, iii) workforce flow, iv) reward systems, v) appraisal, vi) training and development, vii) communication systems, and organizational job design. Being significantly different from conventional HR models by having the strategic management at its core (Imna & Hassan, 2015), Guest model puts a fresh perspective to the study of HRM conceptions as integrated and interconnected processes. Apart from the discussed four models, other HRM models in contemporary literature and practice includes the HR Operating Model by Deloitte, Standard Causal Model of HRM, Paul Boselie's 8-Box Model, HR Value Chain and HR Advanced Value Chain Models and the Five Ps Model by Randall Schuler, to name a few. The mentioned HRM models all have their diverse standpoints to elaborate the HRM aspects and practices explicated from differing angles in order to promote the understanding of HRM issues in a lucid manner for more efficacy and better implementation of HR norms and principles for favorable outcomes from managerial and

organization contexts. In an effort to provide a unique perspective to the study of HRM philosophy, the Islamic HRM model is posited in the next section to advance an Islamic approach towards the study and understanding of various HRM processes.

4. The Islamic Human Resource Management Model

Over the years various researchers have endeavored towards devising models to efficiently and effectively use resources for optimizing the HRM principles and processes to contribute towards achievement of individual and organizational goals. The postulated HRM model entails an Islamic version of understanding the various HRM processes and practices from the viewpoint of Islamic ideology. The model contains the chief processes and aspects which are the subject matter of HRM philosophy as well as the application and involvement of Islamic concepts to offer a holistic understanding to the domain of Islamic Human Resource Management to present a comprehensive approach to HRM in Islamic context. The proposed model asserts the concepts of *Adl* (justice/equity) and *Falah* (wellbeing/success) as cardinal elements to understand and execute all HRM processes. The model provides a fortified approach towards implementation and application of Islamic values as well as to perform the HR processes which include both the achievement of goals from worldly aspects addressing the interests of both employees as well as organization on one end, and fulfils the agenda of ultimate success transcending beyond this world in the Islamic perspective, on the other end. The model is named AF Islamic HRM Model based on the aspects of Adl and Falah in the Islamic background. The model with its pertinent constructs and concepts is illustrated in the Figure hereunder, followed by detailed elaboration of the proposed model:



The AF Islamic HRM Model (Aqib et al., 2024)

The AF Islamic HRM Model as portrayed above is pinned upon the element of Adl to be ensured in all HRM practices ranging from HR planning, various phases of recruitment, hiring and selection, employee orientation, training and developmental activities, performance evaluation and appraisals, compensation and benefits, reward programs, employee retention strategies, career development paths and progression schemes, in all aspects of employee termination and retirement incentive programs as well as in all other HR policies and procedures. The conception of Adl is the manifestation and application of principles of fairness, equity, objectivity and just conduct in all HR actions and aspects to ensure that there is no injustice or unfair treatment meted out by the stakeholders towards each other including the HR department, management of the organization or the staff and

employees. The proposed model further incorporates the idea of attainment of objectives of concerned parties including the HR department, the overall organization as well as the employees. The pertinent HRM function and the ancillary practices contribute towards the achievement of these diverse objectives directly and indirectly whereas the element of ensuring Adl leads to accomplishment of success and reward in the next world. The principle of ensuring justice is among the very fundamental commandments of Allah as stated in the Holy Quran as mentioned in Surah Al-Maidah: "O believers! Stand firm for Allah and bear true testimony. Do not let the hatred of a people lead you to injustice. Be just! That is closer to righteousness. And be mindful of Allah. Surely Allah is All-Aware of what you do (5:8)." The consolidated success of this world and the 'next-world' is consolidated and aggregated in the concept of Falah which is manifestation of ultimate reward and wellbeing of stakeholders in both worldly and next-world perspectives (Aqib, 2024). As per Islamic creed, this is referred to as the domains of *deen* and *dunya* for which Falah represents a unified reward that encompasses the success and goodness of both domains.

5. Conclusion

The paper elaborates human resource management (HRM) philosophy in the background of Islamic values and principles to give a varied perspective to the study and understanding of Islamic HRM as a distinct domain of literature. The paper also explicated various HRM models and subsequently proposes an Islamic HRM model named The AF Islamic HRM Model which is based on the premise of ensuring Adl (justice and fairness) in all HR processes and practices in order to attain the maximum success for all concerned stakeholders including the employees, HR department and the organization. Furthermore, the model suggests a holistic approach towards the understanding of Islamic HRM by drawing references from the fundamental sources of Islamic knowledge i.e. The Holy Quran and Ahadith (sayings) of Prophet Muhammad (PBUH) to present the Islamic outlook towards the HR theory and practice. The model postulates that upholding of Adl in HRM actions and procedures which warrants a dual accomplishment in terms of attaining wellbeing of employees by maintaining integrity, and safeguarding merit and fairness which leads to motivated and loyal staff whereas in terms of next-worldly motive, the aspect of Adl helps to secure the pleasure of Allah by guaranteeing the rights of people termed Haqooq-al-Ibaad (Aqib and Khalid, 2024) in Islamic context which eventually culminates towards realization of absolute success or Falah. The model contributes towards the Islamic Human Resource Management (IHRM) theory by proposing a comprehensive framework which entails the diverse dimensions of HRM, stakeholders' objectives, varied facets of success and wellbeing in both religious and worldly contexts to present a holistic viewpoint to fortify the knowledge-base of IHRM.

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