

The Processes of Recruitment and Selection In Human Resource Management from Islamic Perspective: A Review

¹Mohd Shahril Ahmad Razimi, ²Abd Rahim Romle and ³Nurul Nadia Kamarudin

^{1,3}Islamic Business School, Universiti Utara Malaysia, 06010 Sintok, Kedah, Malaysia

²School of Government, Universiti Utara Malaysia, 06010 Sintok, Kedah, Malaysia

Abstract: The purpose of this study is to explore the recruitment and selection process in Islamic and Human Resource Management. This study will compare the similarities and differences of recruitment and selection in Islam and conventional. The approach of this study is qualitative approach based on an extensive review of existing relevant literature studies to identify Islamic and conventional human resource management concept. The recruitment and selection process has been chosen in this study as both of them are the most important part or phase in human resource management function. Both process will determine whether the organisation will achieve the objective of the organisation or not. Disqualified candidates will give bad results in achieving objective of the organisation. For Muslim managers, it is important for them to apply the Islamic approach in managing employees and it is important also for a manager to understand human capital development. The process of recruitment and selection has been explain very well in this study. The ideas and suggestion for this study have been compiled in a concise and ordered form. Compilation of ideas has been thematically arranged on the basis of different areas include Islamic and conventional human resource management. There are a few studies done by a researchers on finding Islamic human resource especially in recruitment and selection process. Thus, this article will provides some literature studies on this matter.

Key words: Recruitment • Selection • Human Resource Management • Human Capital Development

INTRODUCTION

Since recently, the study of the principles of Islam have been conducted by researchers including in the area of human resource management. Western researcher also interested to do research on Islamic human resource management by including the principle of Islamic values. Human resource management is important to manage the employees so that the management in the organization become smooth and efficient. In every organization it is important to have an effective human resource management so that an organization will achieve their mission and vision. There are a few practices in human resource management includes recruitment and selection, training and development, career development, performance management and rewards. These practices will influence the employee's skills through the development of a human capital. Human capital development in Islam is differ from conventional where Islam has define human capital development is involves

spiritual development as well not merely a matter of emphasis on intellectual and emotional development [1]. In conventional, Schultz [2] has mentioned that all human abilities to be either innate or acquired. Every person is born with a particular set of genes, which determines the innate ability. Attributes of acquired population quality, which are valuable and can be augmented by appropriate investment, will be treated as human capital".

Recruitment and selection process is one of the most important step in human resource management. A great employees in organization is depends on this process so that the organization will perform very well. The recruitment process is to choose any person who is qualified to be a candidates for the job position while the selection process is to select among the candidates who suits the job position offered. In the process of recruitment, a great advertisement of job position offered and complete information about job specification will attract people who qualified to apply the job position in a company. This will make a company become easier to

choose suitable candidates to be evaluate for the next phase. The ability and qualification of candidates will be evaluate through the process of selection. The candidates may have to go through many phase in the selection process includes a few test and interview from the company.

This article will addressed the recruitment and selection process in human resource management and also in Islamic perspective by comparing both of them. Are there any similarities or differences between Islam and conventional practices in human resource management. If there is a differences between Islamic and conventional practices in HRM, the conventional would be reconstructed based on the Islamic thought. This paper will cover studies of literature encompassing the ideas and discussion about HRM and Islamic perspective.

Human Resource Management and Islamic Perspective:

Many researcher have studied about human resource management (HRM) such as Van De Voorde *et al.* [3], Amstrong [4], Rahman *et al.* [5], Quresh *et al.* [6] and etc. Human resource management is a strategic and coherent approach to the management of an organization's most valued assets where the people working there who individually and collectively contribute to the achievement of its objectives [7]. Van De Voorde *et al.* (2012) has defined HRM as the combination of activities associated with the management of people in firms aiming to build ability, motivation and opportunity to perform. Amstrong [4] relates the HRM with the utilization and management of human capital to attain organizational goals and objectives.

Rahman *et al.* [5] in his study has defined HRM as the process encompassing practices related to acquisition, development, motivation and maintenance of human beings in organization which aligned the organizational goals and strategy. Osman *et al.* (2013) in another studies also entails these four basic functions in HRM. Amstrong [4] defined acquisition as the starting point of human resource management function which deals with planning, recruitment and selection of employee for an organization to ensure that the exact and capable individuals are at right place and time. Employee development related to improve employee performance by divulging knowledge, changing attitudes and improving employee skills. Objective of the employee development is to enhance performance of an organization through efficient and capable employees. Employee motivation is indispensable for achieving improved employee performance and its function is to encapsulates job

specification, performance appraisal, rewards, work performance and compensation. Lastly, maintainance in HRM concern with the process of retaining employees who perform well and add a values to the organization. The organization should provide complete facilities for employees, safe working places, friendly work environment and a good relation between employer and employees. These four function is to satisfied employees so that their work productivity will be improve.

Quresh *et al.* [6] has defined HRM as the process of development of abilities and attitudes of individuals leading to personal growth and self-actualization and enabling them to contribute toward organizational objectives. To simplify all the definition given by the scholars, HRM can be defined as a set of activities planning for human capital development with a view to attract the employees so that they will give the best performance while working. It is because a successful organization is depends on the performance of the employee and leadership of the employer. Great employer and employee will lead to successful of the organizational objectives. Yeganeh & Su [8] have identified the challenges that shaped human resource practice which include culture, legal system, technology, organisational structure and size.

A few characteristic of the HRM concepts has been studied by Amstrong [7] which includes diverse, strategic with an emphasis on intergration, commitment-oriented, based on the belief that people should be treated as assets (human capital), unitarist rather than pluralist, individualistics rather than collective in its approach to employee relations, a management driven activity and focused on business values. However, these characteristic of HRM are by no means universal.

At present, the literature related to Islamic human resource management is very limited. Human resource management in Islamic perspective is a new field of study. However, the values and principles of Islam in the organization has been mentioned in the Quran regarding the practices in the era of the Prophet Muhammad and the Great Companions. The Islamic values from the Prophet Muhammad includes fathonah, amanah, siddiq and tabligh has been implemented by the Companion when organizing their organization. It's just that those principle is not specific to any field of study include in human resource management field. Nowadays, many researcher has been studied HRM in Islamic perspective. They have done many research to define HRM in Islamic perspective. First definition has been defined by Zangouinezhad and Moshabaki [9] as a human-centric, covering all aspects of

human life including individual, physical, material, social and spiritual. Islam comprehensively covers all aspects of human life, may those be theological, social or economic [10, 11]. Islamic concept of HRM has a multidirectional approach covering welfare of employees, organization and society as a whole [12].

The Holy Quran mostly covers the guidelines on aspects of everyday life of human being. The primary sources of Islamic legal include Quran, Sunnah and the real life examples and teachings from the Prophet Muhammad. The key sources of Islamic prescriptions are the Holy Quran and Sunnah [13]. HRM in Islamic perspective related to Islamic management theory which has been characterized by comprehensive guidelines and principles in Islam which covers all aspect of human life derived from Quran and Sunnah. Islamic teaching has been globally relevant as Muslim also residing and working in many countries despite in the Islamic country. So, there is not much different between Islamic work behaviour and conventional work behaviour because Islamic work behaviour has been accepted as work behaviour in the world [14]. Furthermore, mostly, non Muslim organizational cultures applied Islamic ethical values as well [15].

Two fold view of human existence has been provide in Islam where worldly existence and the life hereafter cannot be separated. Human rewards or existence will be consequent to their performance in this world. Islamic social guidelines encompass egalitarian society with divine fear and trust, care for the poor and the weak, respect for age and seniority, family orientation, uncertainty avoidance and fatalism coupled with responsibility and accountability for one's action [10]. Hashim [16] has defined basic Islamic principles of business ethics as a trust, legitimate and 'Halal' earning, judicious spending instead of parsimony, honesty, decent behaviour in dealings and fulfilling promises and obligations. Islam has provides ample guidelines on dealing with human beings. Islam also urges for establishment of egalitarian society and business based on justice, fair play and transparency.

Religion is considered as a belief, worship and conduct in every human being. Islam signifies religion as a social order and a way of life which aims at producing a unique personality and a distinct culture for society [17]. To simplify the definition of the Islamic human resource management, the present author define it as performing the major human resource functions in accordance to guidelines stated in al-Quran and Hadith. Human resource function includes recruitment, selection, training and

development, compensation, performance appraisal and reward. All of these function in Islamic human resource management must be based on the Islamic sources al-Quran and Hadith.

Recruitment in HRM and Its Islamic Perspective:

recruitment is the process of generating a pool of capable people to apply for employment to an organisation. It is necessary to match up future employee requirements with the supply of labour. The need for recruitment is determined by forecasting the number of employees needed in the future and making allowance for labour turnover rates during that period as well as the impact of transfers, promotions and planned redundancies. The technique of recruitment as a means of closing supply or demand gaps must be compared for effectiveness with other alternatives such as increase human resource development, rapid promotions and the feasibility of reviewing plans to consider whether it is possible to operate without certain employees [18].

Recruitment in other definition is the process of attracting individuals on a timely basis, insufficient numbers and with appropriate qualifications, to apply for jobs with an organization. Recruitment in HRM must be aware about the internal environment include promotion from within and nepotism while the external environment include labor market conditions and legal issues. Promotion from within means if the position offered is in entry level, so it is appropriate to open the job offer for workers who already work in the organization. Nepotism is the hiring of relatives. Conventional HRM allow the nepotism recruitment but the organization must be aware about the organization policy on nepotism before they hired them. If an organization hired the relatives, they must be careful of civil rights violations because in many states it is illegal to discriminate in hiring candidates. Labor market conditions include the strength of the economy and labor market conditions that will significantly affect the organization's ability to attract and retain top-level employees. In term of legal issues, there are a number of laws that will affect organization's hiring process, particularly in the area of discrimination. For example in The Civil Rights Act of 1964, there is prohibition discrimination in employment practices and the discrimination includes race, color, sex, religion and national origin [19].

There are a few method of recruitment in HRM include internal recruitment and external recruitment. Internal recruitment include job posting and employee referrals while the external recruitment include internet

recruiting and recruitment for diversity. To find out the best candidates to be hired, the most common method used by the organisation is job posting. Job posting is the procedure to inform employees that job opening exist. The traditional way of job posting is to post notice job vacancies in HR bulletin board. Nowadays, technology has been used to upgrade the method of job posting. The organisation may use organization-wide-intranets or by sending an email to all employees about the job vacancies. Even sometimes, the organisation have already selected a strong internal candidates for that job position but they still have to post the job position as it is formality in recruitment procedure. Second recruitment method is to refer to the existing employees. Current employees can play an important role in recruiting new employees. Internet recruiting has been practices nowadays in many organisation. Many organizations post job openings on their web sites or on specialized job vacancies site. It is easy and quick to post, responses arrive faster and in greater quantity. Internet recruiting can also screen the applications and administer some selection tests as it may reduce the HR time required to generate the qualified candidates to be employed. Lastly is the recruitment for diversity. Equal employment opportunity legislation outlaws discrimination based on race, color, gender and etc. Employers who wish to develop a diverse workforce must ensure the use of recruiting methods that generate applications from a variety of individuals [19].

Recruiting in Islam is the process to discover any potential candidates for job vacancies in an organization.

Islam include some of Islamic values in recruitment process include trust and responsibility. Islam have ordered the employer to be responsible, pious and 'adil when recruiting the candidates. This values will make sure that the recruitment process has been done fairly and justice for all candidates [20]. This has been mentioned in Quran verses 58 Surah an-Nisa' :

“Indeed Allah commands you to render trust to whom they are due and when you judge between people, judge the with justice. Excellent is what Allah instructs you. Indeed, Allah is ever hearing and seeing”.

The recruitment process has been practice by the Prophet Muhammad where he said: “Whoever believes in God and the Day of judgement should not employ a worker until he or she knows what he is going to receive (Sahih Muslim 5/66). This shows that, the Prophet

Muhammad really concerned about principle of tabligh in offering wages in the process of recruiting a worker. Be a justice, siddiq and tabligh in order to recruit a worker. Tabligh means the employer must explain very well in advertisement about job vacancies offered includes in job descriptions, wages and any benefits that a worker will get if they have been selected to be an employee [20].

Recruitment is the process of identifying and attracting qualified personnel in early Islamic teaching was not articulated in detail. The ultimate objective of recruiting process is to find and hire the most suitable person to fullfill job vacancies in an organizations. In order to find the suitable employee, the organisations will need to determine and outline job requirements and job incumbent requirements. The recruitment process must be done fairly and all recruitments decision must be made wisely, to ensure the hired candidate is best suited for the job [15]. Like any general function at the time, it was addressed in a broad framework where freedom of discretion and exercising of judgment were enhanced. The Prophet Muhammad statement, “We do not or shall not employ a person who desires to be so appointed” served as a guideline for HR practice under his administration. It implies that people should be recruited not just because they asked for a job but rather there should be a recruitment pool from which vacant jobs are filled [21].

The recruitment, during his administration, was marked by diversity. The Labor Law of 2005, Article 25 mandates that firms must send to the competent labor office: a statement of vacancies and new jobs, a notice of steps taken to employ nationals, a list of names, jobs, professions, wages, nationalities of workers, numbers and dates of work permits for non-citizens and a report on the status, conditions and nature of work. The Law specifies too that firms must have prior approval and a valid license before engaging in recruiting. This applies both to the recruitment of citizens and of foreign personnel. Both government agencies and private firms utilize various means, including advertising in media such as newspapers and television, employment agencies, recruitment agencies, colleges, word of mouth, Internet and referrals in term of recruitment. Recruiting workers from abroad is specialized by the recruitment agencies. In recent years, online recruiting has become a favorite means of recruiting employees especially from abroad. For example, online recruiting has been done by Kingdom of Saudi Arabian. They have recruite foreign labor as a workforce initiative. These technique has induced frauds and corruption have facilitate the abuse of workers [21].

Selection in HRM and Its Islamic Perspective: Selection is the process of managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the jobs, given management goals and legal requirements. The purpose of selection in human resource management is to match the candidates to be employed [18]. Selection is the most important function in human resource management because it is not possible to optimise the effectiveness of human resource, by whatever method, if there is a less than adequate match. Without the match the candidates with jobs, it will not be possible to gain a proper return on all the other investment in human resource programmes. The process of selection has been primarily concerned with matching candidates to a specific jobs in 20th century.

In conventional HRM there is selection method which mean a measurement device used to assess and guide the choice of candidates. The choice of appropriate selection methods should be derived from the important features of a job, identified from job analyses. Selection method with good criterion related validity include Assessment Centres, Structured Interviews, Work-Sample test and Psychometric testing. Selection methods with relatively poor levels of criterion related validity include Unstructured interviews, references, educational qualifications, graphology and astrology.

Effective selection is more akin to a total quality approach, in which measurement is a vital tool, the specification is clear and all activities carefully orchestrated to play a specific part in a grand design in which the whole is greater than the sum of the parts. A few key elements in selection process includes a clear and precise specification, effective use of multiple techniques, elimination of redundant processes, measurement and evaluation and continuous improvement. Selection is like searching for the potential candidates to be employed. So, a good selection technique are very important as it may remove the hay effectively, but being able to clearly recognise the best candidates to be selected. The selection is about matching people to the job's role, so it is important that both sides of the equation are clearly specified. Poor selectors will overlook the necessity of clear role information. While good selectors understand that one of the best judges of a candidates suitability for a role is the candidate; helping candidates to gain a clear assessment of the role provides, other hidden benefits beyond pure selection. Another part in selection process is the competencies [22].

Competencies include personal attributes, knowledge, experience, skills and values that a person draws on to perform their work well. For selection purposes a slightly broader approach needs to be taken. First, it is not appropriate to focus only on the competencies which differentiate superior from effective performance as in selection, there is a needs to be a great concern with all the competencies which underpin effective performance because the selection process will be the threshold to separate between the unsuitable and suitable candidates. All part of competencies have to be viewed and cannot be ignored by the employer. Second is providing descriptions of the competencies in terms of everyday work behaviour. If the candidates was coming from a different area of work in their past experience, there may have no track records of the behaviours. Third, there are great practical constraints which may render it difficult to get examples of the candidates displaying the competencies in everyday work behaviour. Lastly, seeing the behaviour in the current setting does not necessarily mean they will be repeated in the new role [22].

The process of selection in HRM also involved screening and interviewed phase. The application-screening process has attracted little research attention but a research project undertaken by Herriot and Wingrove in 1984 revealed that the screening process is generally subjective, inconsistent and lacking focus. Providing selectors with a clear idea of competencies to focus on when screening the application form, together with examples of good or poor evidence will significantly improve the quality and consistency of the selection process. Another important phase in selection process is interview as it is one of the technique in selection the employee. It is very unusual for people to be hired without an interview. Interview may be structured or unstructured. The unstructured interview generally takes the form of a free-ranging discussion. The interviewer uses his or her judgement about the overall performance of the candidates in deciding the candidates really match or not to the job's role. The structured interview is focused on the a set number of clearly defined criteria, usually competencies. The question are carefully structured to obtain specific information about the criteria and the answers are scored against a consistent scoring range [23].

In Islamic perspective, selection is the process of reducing the number from pool of candidates created by recruitment by choosing individuals with relevant qualifications [24]. Selection process in Islam are based on

the Quran and Hadith. In verses 26 in Surah al-Qasas, Allah has mentioned the characteristic of a person to be selected for doing a work.

One of the women said, "O my father, hire him. Indeed, the best one you can hire is the strong and the trustworthy."

In hadith also, the Prophet has mentioned about a few bad attitudes in selection process. The Prophet said "He whoever hires a person and knows that there is another one who is more qualified than him, has betrayed Allah and His Prophet and the Muslims". Thus, in Islam, there is no nepotism, favoritism and all sorts of bribery in Islamic based management [20]. The Quranic guidelines to assess candidates for selection encompass capability, knowledge, specialization, experience, personal abilities, potential, character, diligence and obedience to the rules of the organization as well as the laws of the religion [25]. Islam emphasize employee selection based on merit and competency [26].

In Islam also, employee selection is abided by certain principle include justice. Ali Bin Abi Talib has mentioned : "Do not nominate them on account of favoritism or egoism because these two attributes reflect injustice and treachery" [27]. Justice in Islamic human resource management include the violent and unlimited and uncontrolled competitions among the candidates. The problems in selecting the candidates include the groups and people's class gap, unequal opportunities in access to natural gifts among the people of one generation and various generations. Islam has mentioned that in selecting a person for job role, there must be no discrimination and must be fair among gender equalities, regional equalities, racial equalities, classes equalities and situation of economic competition [28]. Second is the employee must be selected based on the competencies. The individual is not to be appointed based on kinship or blood relationship, friendship, wealth, age, race and political power or alike. Employer must look on candidate's competency to be fair among each candidates. The competency include working experience, level of education and other qualification. Third is honesty as both applicant and recruiter have to be honest. Honesty is important in selecting the candidates to be employed as it may give positive effect to the organizational performance. Fourth, Islam prohibits assignment of work that will exceed the ability of an individuals. Verses 233 in Surah al-Baqarah "No soul shall have a burden laid on it greater than it can bear". This prohibition is because of the individuals may not have the ability to perform assigned job due to their inadequacies [27].

Islamic instruction and traditions have set five conditions for selecting employees includes competency, experience, shouldering responsibility, organizational fit and reputation within the community. Islam order the employer to follow faithful not to follow their desires. The second Caliph Omer emphasized behavioral and moral aspects along with performance potential in selecting employees for jobs. He said "when a person is in charge of Muslim affairs and appointed for reasons of favoritism or kinship relationship, then he cheats God, the Prophet and the community [29]. Ali Ibn Abi Talib, underscored the significant of the selection function and its importance to the welfare of the society. He add that the selection process should not be based solely on employees intuition but rather the employer should scrutinize their record of service with good rulers before employer select those who have left the best impression with the people and who have reputation of honesty and a person must not afraid to shoulder the responsibility. Imam Ali underscored the needs to go beyond experience and what candidates say about themselves. Specifically, he emphasized the importance of the interview in observing and evaluating how and what candidates say and react to certain questions. Such information has to be assessed in line with feedback received from members of the community regarding candidates moral standing and effectiveness. In selecting market administrators, those who were appointed were known to be pious and kind to their fellowmen. This situational aspect in selection influenced Muslim thinkers even during era of decline.

Much of the selection of personnel in modern organizations in Muslim societies does not nearly resemble what is outlined or sanctioned by the faith. Nevertheless, in selection and other related functions, there is a common phenomena calls 'unity of contradictions' [12]. The selection is often an outcome of the interplay of several factors. These factors range from scarcity of qualified personnel, nepotism, bureaucracy and political considerations, to rapid growth in the number of private and state enterprises, which have thrived since the early 1970's. The most important factors that render the selection process subjective and sometimes worthless are personalized relationships or personalism, kinship, regional favoritism as well as the presence of a large number of guest workers and employees [21].

Similarities and Differences of Recruitment and Selection in HRM and Its Islamic Perspective: Recruitment and selection, both are most important part in human resource management. Conventional and Islamic

perspective of human resource management has been explain well before this. Islamic perspective and conventional HRM is actually not far apart between the way they conduct the process of recruit and select the employees.

The similarities of recruitment in Islamic perspective and conventional HRM we can see in term of definition and some of the steps and method in recruitment. In term of definition, recruitment in Islamic perspective and conventional have same definition as it is to attract any individuals which qualified to the job position offered by the organisation. Islamic and conventional recruitment have the same objective to recruit the best qualified candidates to be employed in organisations. Steps or method of recruitment process both of them are using online recruiting to make them easier in finding suitable candidates to fullfill the job positions. Islamic and conventional HRM both of them have specific law in recruitment to ensure that the employer followed the right way to recruit the candidates. For example in conventional there are The Civil Rights Act of 1964, which prohibit the discrimination in employment practices and the discrimination includes race, color, sex, religion and national origin while in Islamic country there is Labor Law of 200, Article 25 which mandates that firms must send to the competent labor office. This is to avoid the labor from being involving in any offenses.

The differences of recruitment between Islamic perspective and conventional HRM clearly can be seen in term of faith. Where in conventional there is no faith or religion issue in recruit the employees as long as the person are qualified with education, experience and can work best, they will be employed. However in Islamic perspective of HRM there is an Islamic values example by the Prophet Muhammad S.A.W. The values include fathanah, amanah, siddiq and tabligh. For the employer to recruit must be someone who pious and justice so that he or she will be fair and justice to all candidates. There is no specific character for employer in conventional as long as they would find a candidates which qualified the job position but they must bear in mind as they have to be fair with all candidates. Te concept of trust and responsibility among employer has been highlighted in Islamic perspective of HRM while in coventional this value did not mention by scholars. It is clear in Islam that Islam prohibits nepotism in recruiting employees however in conventional they allow nepotism to be used as long as the organisations follow the policy in nepotism during recruitment process.

The similarities of selection process in Islamic perspective and conventional in HRM is in term of definition. Both Islamic and conventional HRM have almost the same definition. In Islamic HRM, selection is the process to select the qualified candidates which suits to the job position offered while in conventional, the scholars define selection is the process to select the match candidates which qualified the job position offered. Both have the same objective to select the qualified candidates. Besides, in conventional and Islamic HRM, both are highlighted the competencies in selection process. Competencies in conventional includes personal attributes, knowledge, experience, skills and values of candidates. In Islam the selection of employee based on kinship or nepotism is prohibits and the employer must look on cadidate's competency. Furthermore, Islamic instruction have set five conditions to select employees which includes competency, experience, shouldering responsibility, organizational fit and reputation within community.Both Islamic and conventional HRM have interview phase in selection process. Interview in Islamic perspective and conventional HRM have the same objective which is to observe and evaluate the attitude and knowledge of the cadidates when answering the interview questions.

The differences of selection process in Islamic perspective and conventional in HRM is quite same with the recruitment process where there is no faith and religion guideline in coneventional to select candidates. In Islam, Islamic values in selection process has been mentioned in Quran and Hadith as a guide to select a worker. With supported by the opinion of a few Chalips such as Ali Ibn Abi Talib and Omer. The selection process in Islamic perspective of HRM is more about Islamic values example by the Prophet Muhammad S.A.W. All selection process must follow the guideline from al-Quran and Hadith in Islamic perspective. Main source for conventional HRM is literature studies and research done by conventional scholars.

CONCLUSION

It can be conclude that human resource management is related to the human capital development. Human resource management is a process of coordinating activities of people within in organisation to achieve the objective of the organisation. This article briefly highlighted the conventional human resource management and its Islamic perspective. This article also

highlighted the recruitment and selection process in Islamic and conventional perspective of human resource management. From the literature studies, it can be conclude that recruitment and selection process in Islam and conventional human resource management does not have much differences. Both of them have same objective in human resource management. The differences between Islamic and conventional human resource management obviously in term of faith, religion and the sources. Islam have main sources which is al-Quran and Hadith and all activities and practices among Muslim must followed the guideline in that sources. The prohibits activity must not be practice by Muslim no matter what. The Islamic human resource is more on attitudes and Islamic values exempld from the Prophet Muhammad S.A.W. In conventional, there is already a specific method and measurement to recruit and select the employees while there is still no specific measurement in Islam to recruit and select. How to measure the Islamic values in candidates to be recruited and selected and there is still not exist. The specific parameter in recruiting and selecting the employees must be created and designed so that it will truly follow the guideline in al-Quran and Hadith. Methods or steps in conventional can be reconstructed into Islamic way as well. Screening and interview process can be conduct according to Islamic thought. The government also can established a specific body to regulates Islamic human resource management. Shariah advisory may also appointed to advise any activities conducted by any organisation so that they will follow the guideline in Islam. There is also a need in a law of Islamic human resource management to prevent any false practices in organisations.

REFERENCES

1. Azmi, I.A.G., 2009. Human capital development and organisational performance: a focus on Islamic perspective. *Shariah Journal*, 17(2): 353-372.
2. Schultz, T.W., 1961. Investment in Human Capital, in *American Economic Review*, 51(March) in Lukman Thaib. 2012. *Democratic Values in Islamic Political System & Muslim Politics in Malaysia*. Kuala Lumpur: University of Malaya Publisher.
3. Van De Voorde, K., J. Paauwe and M. Van Veldhoven, 2012. Employee well-being and the HRM- organizational performance relationship: a review of quantitative studies, *International Journal of Management Reviews*, 14(4): 391-407.
4. Amstrong, M., 2000. The name has change but has the game remained the same? *Employee Relations*, 22(6): 576-589.
5. Rahman, N.M.N.A., M.A. Alias, S. Shahid, M.A. Hamid and S.S. Alam, 2013. Relationship between Islamic human resource management (IHRM) practices and trust: an empirical study, *J. Industrial Engineering and Manag.*, 6(4): 1105-1123.
6. Quresh, T.M., A. Akbar, M.A. Khan, R.A. Sheikh and S.T. Hijazi, 2010. Do human resource management practices have an impact on financial performance of banks?, *African Journal of Business Management*, 4(7): 1281-1288.
7. Amstrong, M., 2006. *A Handbook of Human Resource Management Practice*. 10th ed. United Kingdom: London.
8. Yeganeh, H. and Z. Su, 2008. Examination of human resource management practices in Iranian public sector, *Personnel Review*, Emerald Group Publishing Ltd., 37(2): 203-221.
9. Zangouinezhad, A. and A. Moshabaki, 2011. Human resource management based on the index of Islamic human development. *International Journal of Social Economics*, 38(12): 962-972.
10. Tayeb, M., 2004. Human resource management in Iran, in Budwar, P.S. and Debrah, Y.A. (Eds), *Human Resource Management in Developing Countries*, 5: Psychology Press, Taylor & Francis e-Library, New York, NY.
11. Leat, M. and G. El-Kot, 2007. HRM practices in Egypt: the influence of national context?, *The International Journal of Human Resource Management*, 18(1): 147- 158.
12. Ali, A., 2008. *Business and Management Environment in Saudi Arabia: Challenges and Opportunities for Multinational Corporations*, Routledge, New York, NY.
13. Branine, M. and D. Pollard, 2010. Human resource management with Islamic management principles: a dialectic for a reverse diffusion in management, *Personnel Review*, 39(6): 712-727.
14. Sarwar, S. and J.B. Abugre, 2013. An assessment of Islamic work ethics of employees in organizations: insights from the United Arab Emirates. *Problems of Management in the 21st Century*, 6(1): 60-72.
15. Hashim, J., 2009. Islamic revival in human resource management practices among selected Islamic organisations in Malaysia, *International Journal of Islamic and Middle Eastern Finance and Management*, 2(3): 251-267.

16. Hashim, M., 2012. Islamic perception of business ethics and the impact of secular thoughts on Islamic business ethics, *International Journal of Academic Research in Business and Social Science*, 2(3): 98-120.
17. Metle, M., 2002. Influence of traditional culture on attitudes towards work among Kuwaiti women employees in the public sector, *Women in Management Review*, 17(6): 245 -261.
18. Ray, F. and R. Sally, 2016. *Leading, Managing, Developing People*, 5thed. Chartered Institute of Personnel & Development.
19. Myrna, G., 2008. *Society for human resource management*. USA: Alexandria.
20. Mohammed, A.K., 2014. A comparative study between Islamic management and conventional management with special reference to HRM. *Proceeding of the Social Sciences Research ICSSR*. 9-10 June 2014, Kota Kinabalu, Sabah, Malaysia.
21. Al-Quran Abbas, J.A., 2010. Islamic challenges to HR in modern organizations. *Personnel Review*, 39(6): 692-711.
22. Robert, G., 1997. *Recruitment and Selection: A competency Approach*, United Kingdom: British Library Cataloguing in Publication Data.
23. **Missing**
24. Amin, M., W.K.W. Ismail, S.Z.A. Rasid and R.D.A. Selemani, 2014. The impact of human resource management practices on performance: evidence from Public University, *The TQM Journal*, 26(2): 125-142.
25. Salleh, M.J., 2012. *Islamic principles of administration: implications on practices in organization*, Unpublished manuscript, International Islamic University, Kuala Lumpur.
26. Alorfi, S., 2012. Human resource management from an Islamic perspective. *Journal of Islamic and Human Advanced Research*, 12(2): 86-92.
27. Hashim, J., 2008. The Quran-Based Human Resource Management and its Effects on Organisational Justice, Job Satisfaction and Turnover Intention. *The Journal of International Management Studies*, 3(2): 148-159.
28. Moshabaki, A.A., 2011. Human resource management based on the index of Islamic human development: The Holy Quran approach. *International Journal of Social Economics*, 38(12): 962-972.
29. Asaf, M., 1987. *The Islamic Way in Business Administration*, Ayen Shamis Library, Cairo.