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## An Islamic Framework to Address Obstacles to Human Resource Development in Institutions

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### Abstract

This study aims to present an Islamic framework to address the obstacles to developing human resources in institutions. Islamic thought views the individual as a holistic view, and this stems from its interest in all human activities, strengthening, evaluating and harnessing them to serve humans so that they can benefit from them in their lives. The Islamic view of human resources, which is more comprehensive than contemporary administrative theories, has provided solutions to the obstacles facing human resources, an example of this is the bureaucratic system. The need to adopt the foundations of Islamic legislation and the standards related to it in all activities related to human resources in institutions, especially governmental ones, and the need to reformulate the strategic objectives of human resources and to employ the Islamic perspective in them to implement them properly are among the solutions.

**Keywords:** Islamic Model, Human Resource, Development, Obstacles, Islamic Perspective

### Introduction

God Almighty created man and honored him from the rest of the creatures and granted him mental and physical characteristics that enable him to worship God Almighty and the ages of the earth. For this reason, the administrative thought in Islam emphasized the role of man and urged him to work through which he could achieve the primary needs that he needs, so the view of Man so that he can exploit the resources surrounding him that God has made for him so that he can achieve the goal, for this reason the Almighty said in the decisive revelation: We have honoured the sons of Adam; provided them with transport on land and sea; given them for sustenance things good and pure; and conferred on them special favours, above a great part of our creation (Surat Al-Isra: Verse 70).

The main motive behind the interest of Islamic thought in human resources is represented in Islam's interest in man, as it viewed him as the vicegerent of God on earth, through the Almighty's saying And [mention, O Muhammad], when your Lord said to the angels, "Indeed, I will make upon the earth a successive authority." They said, "Will You place upon it one who causes corruption therein and sheds blood, while we declare Your praise and sanctify You?" Allah said, "Indeed, I know that which you do not know."

It is understood from this verse that the human being represents the main axis in Islamic thought or Islamic management, which stems from two main sources, namely the Holy Qur'an

and the Sunnah of the Prophet. Human resources such as selection, appointment, development, training process, motivation and other such practices, however, in the current era, many challenges facing human resources in the work environment have resulted, so this study came to shed light on these obstacles and also to address them through Islamic thoughts.

This article explains the importance of referring to the Book of God Almighty and the Sunnah of His Prophet, peace and blessings of God be upon him, and excavating them and reviving and enriching the contents of Islamic administrative thought by linking it to its origins and main sources, and balancing it with the data of contemporary administrative thought, in order to ensure the achievement of the advancement of the nation starting from developing the capabilities and skills of individuals. And enabling them to provide the best levels of job and professional performance in various positions and job levels, in light of the failures in which Western economic theories (communism and capitalism), and successive global economic crises, and that human development from the Islamic perspective in its various dimensions aims to achieve human requirements in order to rush The individual works comfortably and his effort is more qualitative and far reaching.

The problem of this article is that contemporary administrative thought stemmed from it many obstacles that prevented human resources from achieving their entrusted goals, as contemporary administrative thought does not look at the individual alone in the work environment, but the Islamic perspective sees that the individual is the focus of management, it has honored him And setting standards that would motivate the worker in the work environment, which ultimately results in achieving the goals of the organization in which he works and does not harm the individual working in it, because this stems from motivating the worker until he achieves job happiness in the work environment (Al Dhamira, 2020). Contemporary, researchers and scientists have used neuroscientific techniques to study the conscious and unconscious of human behaviours toward the society and interactions with other individuals (Alsharif et al., 2021a, 2021b, 2022a, 2022b). Therefore, the problem of this study is to look at the obstacles facing human resources management in government institutions so that they can be addressed through Islamic thought.

Metcalfe (2007) contributed to the limited management knowledge of gender and HRM policies in the Middle East. This involved an assessment of how Islamic values have affected women's work experiences and also how Islam has shaped gender and HRM policies. The analysis of the study reveals the growing importance of women's employment in the Middle East, and outlines how governments are devising national development strategies within an Islamic framework, to support women's advancement in the public sphere. Osama (2022) explicated the salient elements of socio-economic status and the contribution of HRM in economic reforms. Osama (2022) reported that establishing a reliable HRIS for personnel departments and creating a professional HR body will support the growth of HRM.

Hayat (2021) has mentioned that total number of skilled and knowledgeable people available in a society are called its human resources. In organizational context, workforce is termed as human resource of that organization. Recent studies have shown a positive link between human resource development and organizational performance. Business organizations incorporate several strategies to develop their human resources to achieve the objective of higher productivity and performance. In global business environment, where local cultures and beliefs are part of organizational development policies, Islamic values cannot be denied. Although HRD is new concept however its basic functions are deep rooted into old concepts of knowledge and skill development. Islam also presents its unique

perspectives on human development. In Quran and Sunnah of the Holy Prophet there are many guidelines that refine the personalities of the personnel. Islamic concepts of vicegerent hood, knowledge acquisition, training, accountability, etc are essential constituents of HRD function in Islam. These values positively affect human personality that ultimately results in organizational productivity and performance. Through qualitative analysis important attributes of HRD in Islamic context are highlighted in this paper. It is concluded that Islamic framework of HRD is holistic in nature and provides basis for individual as well as organizational performance enhancement.

### **Methodology**

The approach adopted during this study is the descriptive approach, where previous studies that dealt with human resource management practices and their obstacles will be described, as well as to search for the Islamic perspective and compare them as mentioned in previous studies, and objective analysis of these studies in order to develop a vision for solving the problem of this study.

Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables. Also, the descriptive research is usually defined as a type of quantitative research, though qualitative research can also be used for descriptive purposes.

### **Data Analysis and Discussion**

#### ***The Concept of Human Resource Development***

Human resources are a great asset to any organization. Therefore, every organization should pay special attention to human resources because they can contribute a great deal to the goals of the organization. An organization is a coherent system of four interacting subsystems: structure, technology, people, and mission. Among these, the people variable refers to the human input into the organisations, i.e. the individuals (in terms of their physical and mental skills, personality etc.) who work in the organisation. Every organization is interested in obtaining the services of people, and developing their skills (Narayanappa, 2019).

It has been shown Anhar et al (2019) that human resources (employees) are a strategic component in determining whether the organization is in good shape or not. The planned and sustainable development of human resources is an absolute necessity, especially for the future of the organization. In these environmental conditions, management has to develop new ways to retain high-productivity employees and develop their potential to make maximum contributions; however, (Al-Mustapha, 2017) defined human resources as the knowledge, skill, experience, energies and attitudes that organizations use and that are likely to be Useful for the production of goods and services while human resource development is usually defined as a form of educational process that takes place over a long period of time.

Al-Mustapha (2017) also defined human resource development as a multidisciplinary field, which focuses on training and systematic development, career development, and organizational development to improve the process and enhance learning and performance for individuals and organizations. The main objective is to broaden the understanding of the complex activities involved in helping individuals or organizations improve their ability to develop themselves. This definition is consistent with the study (Adam, 2014), which showed

that human resource development requires specialized human cadres with the skill and training on important jobs and this matter Possibilities must be provided through proper planning and long-term strategy to achieve the goals of the organization, as well as moral and material stimulation that leads to the stability of the qualified staff and open the way for mental creativity.

Kareem (2019) has defined human resource development as the activities planned and designed by an organization to provide its members with opportunities to learn the necessary skills and knowledge in order to meet current and future work requirements (Al-Mustapha, 2017). It also defines human resource development as a mixture of structured and unstructured learning and performance-based activities that develop individual and organizational competence as well as the ability to deal with and manage change well.

It also defines human resource development as a continuous process aimed at ensuring the development of employees' capabilities, vitality, motivation and efficiency. In the organizational context, it is referred to as improving the capabilities of the workforce in relation to the needs of the organisation. It involves employing processes through which employees are willing to give their best to achieve the goals of the organization (Hourani, 2019, p.125).

It is noted from the above definitions that there is agreement among most researchers that the development of human resources is a process that aims to develop three main dimensions: attitudes, knowledge, and skills. Which he referred to (Anhar et al., 2019). In terms of competencies, which have a role in raising the efficiency and effectiveness of the performance of employees, which is positively reflected on the level of general performance of organizations, while Al-Mustapha (2017); Kareem (2019) indicated that the development of human resources is a process aimed at developing knowledge. skills and values.

The researcher notes that the development of human resources can only be achieved through effective training as indicated by (Adam, 2014), as training is the most important mechanism that helps management and human resources to achieve goals effectively, as indicated (Abdullah, 2019) that training leads to improving skills related to It also aims to increase the capabilities of the human element in making rational decisions. He also pointed out (Mohammed, 2016) and agrees with him (Mohammed, 2018) that the relationship between developing human resources, raising their efficiency and developing a curriculum Planning and training in it. It can be proven that the application of the planning system and the development of human resources may lead to raising the efficiency and effectiveness of human resources in order to benefit better planning processes in public institutions.

Based on a review of the previous literature, it became clear to the researcher that there is an agreement among some scholars and researchers that the main source of trends are the existing values of workers, which were formed by experiences and experiences gained during work, and that the behavior of workers is determined by their attitudes, which reflect the values we believe in.

### ***Methods of Human Resource Development***

#### ***Training***

Organizations are interested in training because what is spent on it is an investment in human resources, which may lead to the development of the institution by increasing productivity. This is for the institution and workers in general. As for the development and training of the individual, it depends on him in particular in qualifying them and raising their levels, as the training focuses on increasing the skills that are related to The work of the



Foundation (Al-Labadi, 2015). Training can be defined as systematic activities aimed at enhancing human resources skills and knowledge to properly perform their current tasks (Abu Bakir, 2019).

Mohammed (2003) indicated that the training process is one of the most important elements that contribute to the development of the organization, and this is what he agreed with (Sultan, 2020), which indicated that many organizations make big mistakes when they carry out training programs that are not studied and may not benefit from them. Therefore, the institution must carefully study the training programs that it will implement, because this will contribute to the development, development and investment of human resources in it.

Mousa (2014) also indicated that the more training courses that individuals participate in, the more they help in refining the employees' skills, providing them with skills and raising the trainee's ability, which contributes to strengthening human resources and developing their capacity.

By comparing what was mentioned with the previous literature on the role of training as one of the indicators of human resource development, we see that training is one of the most important activities on which institutions are based because it contributes to raising the capabilities of employees and their development so that they can be relied upon and decision-making in a pioneering and professional manner. The researcher agrees, especially with the findings of the study (Al-Basir, 2019) to strengthen the process of coordinating training programs, in accordance with the plans drawn up in order to achieve human resources goals to rationalize administrative decisions.

### *Polarization*

Attracting is one of the ways through which human resources can be developed, and polarization is defined as the work of attracting individuals and encouraging them to complete work and tasks within the organization, in accordance with the specifications set by the institution (Kafi, 2014).

The study of Quediri (2021) defines polarization as an administrative process in which workers are attracted through the appropriate qualifications for them in the number and time, and works to encourage them to seek appointment in the organization. They are employed in the right place and fill the vacant position in management.

Jawad (2018) believes that the process of polarization is a rational approach to bring in human resources, one-way in which the employer determines the requirements of vacancies and transfers them to job seekers, in order to generate a set of employment requests, and consider the polarization process as the link between human resource planning and the selection process. As indicated by each of (Qarahi and Willow, 2013: p. 49). As the recruitment process involves a large number of candidates, which means that the company has a wide choice, through which it can choose qualified and qualified individuals to fill vacant positions in order to continue the production process, by ensuring the presence of qualified and effective individuals in the companies in which they work (2014, Torrington).

Comparing the previous literature on polarization, the researcher sees that the process of polarization represents the first process in the recruitment process, or in other words, it is the first process related to the practices of human resource management, in which the employee is selected according to his competencies, academic qualifications and experience to fill the appropriate position and this is as shown (Kafi, 2014; Quaidri, 2021; Jawad, 2018; Torrington, 2014). Organizations use one or more methods of recruitment as a way to search for job applicants, depending on the level of jobs, conditions and labor markets, and then

follow the recruitment process that resulted in a large number of candidates. Elimination of those and this process aims to remove applicants who do not meet the required qualifications, experience and competence, and this process saves a lot of time and money.

### *Performance Appraisal*

The performance appraisal process is one of the ways in which human resources can be developed. The study of Said (2019) indicated that performance represents a set of presumed conditions (efficiency and capabilities) that exist for the completion of work in order to reach the desired goals, according to the specific specifications, with the least effort and the lowest cost, as well as quickly and mastery.

Qaid (2014); Al-Sahman (2011); Abu Hajeel (2009) agreed with him that both the individual and the organization in which he works benefit from the performance evaluation, and the importance of this evaluation appears to the individual in that it guides him to the extent of his success or failure in performing Duties of his job In case his performance progresses, he knows the reasons for this progress and works to continue and in case his performance declines, he also knows the reasons behind this decline and thus works to avoid them. Thus, this evaluation becomes a training method that directs the individual's attention to the strengths and weaknesses in his performance, and based on the principles of learning, the individual tends to repeat the behavior that brings him benefit and avoids the behavior that causes him certain damages such as denial of bonus or promotion.

Therefore, it can be said that performance represents the ability of trained and qualified employees to carry out job tasks professionally, in the shortest possible time and at the lowest cost, and also at the speed that contributes to the development of the institution and makes it at the forefront of competitiveness.

### *Planning*

Al-Sakarneh (2018) indicated that the choice related to facts, the development and use of assumptions related to the future when conceive and configure the proposed activities that are believed to be necessary to achieve the desired results, as indicated Al-Faridi, (2019) that planning is in fact an exercise in foresight and preparation for the future, and it is like a bridge that crosses us from where we are to the place we want to reach. Kalamoun (2015) agrees with El-Din (1996) pointed out that the importance of planning also highlights in his expectations for the future and the surprises and fluctuations that it may bring, as the goals that are intended to be reached are future goals, that is, achieving them within a specific period of time that may be long. It may fall short, which forces the management man to make the necessary assumptions for what this future might be and to form an idea of what the situation will be when starting to implement the goals and during the different stages of implementation. As Ismail (2013) sees it, human resource planning is an attempt to determine the organization's needs of employees. During a certain period, which is the period that planning gives, which is usually a year, in short, human resource planning basically means determining the numbers and types of employment required during the plan period.

Accordingly, the researcher can explain, after reviewing the literature, that the reasons that call for human resources to pay attention to planning are that human resources planning helps prevent sudden confusions in the production and implementation line of the project. He accepted many people management jobs and human resource planning helps to plan the future career of employees, as this includes defining training, transfer, and promotion activities.

### *Motivate Employees*

Mohammed (2009) indicated that motivation is a group of factors that push employees, regardless of their position, to make greater efforts to carry out their tasks seriously and efficiently and to raise their level in quantity and quality, and (Arslan, 2013) indicated that motivation is a group of factors that management prepares for employees to motivate them. their human rights, in a manner that increases the efficiency of their performance of their work in a greater and better manner, in a manner that achieves them.

Ibn Kulaib (2018) indicated that incentives are an administrative means that will adapt the performance and behavior of employees for the better, and they are of great importance in managing the work of organizations, and the extent to which they are related to their success or failure in economic life in light of strong market competition. Incentives have become a focus of human behavior and management scholars; The reason is due to the importance of the topic and its direct relationship to a wide range of organizational variables, which affect the success, development and prosperity of organizations, and their ability to achieve their goals efficiently and effectively, and if the importance of motivation is clear at the present time, its importance will increase dramatically in the future (Ghoneim, 2011). Therefore, we find that most organizations adopt the preparation of an effective system of incentives; Because of its importance to individuals and the organization, which is represented in the following (Aqlan, 2009):

- Pushing employees to work and improving their performance, achieving the principle of justice among them by rewarding glory, taking the hand of the negligent, addressing his mistakes and returning him to the right path, and urging the lazy to exert more effort at work and punishing the deliberate mistake.
- Attracting and maintaining employment, stabilizing it, and raising its performance.
- Solve many employee problems, reduce them, or avoid them before they occur.
- The organization's standing by the employee in his difficult circumstances contributes to maintaining his moral balance, and then enhancing his loyalty to the organization, and his dedication to serving its goals in return for the favor.
- Providing opportunities for constructive competition between employees as individuals and groups is an important entry point for positive motivation.
- Work to provide good relations between employees, and provide opportunities for friendship and cooperation between them, on the one hand, and provide good relations between them and management, on the other hand, so that opportunities for confidence in management are available.

### ***Human Resource Development from an Islamic Perspective***

Technological developments today have imposed great interest in the development and rehabilitation of human resources in all institutions, and the result has been the development of contemporary societies, which has put pressure on them because of the many challenges that they must face and the opportunities that need to be exploited in addition to the risks that need to be avoided, strengthening strengths and addressing weaknesses (Alsharif et al., 2022). There are also strengths that must be supported and weaknesses that must be addressed, which obliged institutions to work on finding solutions to problems and ways to enable them to adapt and be in harmony with the changing changes so as to achieve an improvement in performance and increase the ability to face competing challenges (Sabrina, 2015, p. 11).



The study of Murad (2020) showed the concept of human resource development in Islam as the basis of every developmental and civilized reform work, as Islam placed trust in humans and their ability to build and reform since the beginning of creation, as God Almighty said "And [mention, O Muhammad], when your Lord said to the angels, "Indeed, I will make upon the earth a successive authority." They said, "Will You place upon it one who causes corruption therein and sheds blood, while we declare Your praise and sanctify You?" Allah said, "Indeed, I know that which you do not know" (Surat Al-Baqarah: verse 30). It is understood from this verse that God Almighty's answer to the angels suggests the ability of human beings to rule over the earth, build it and unify divinity to God Almighty.

Also, Islam did not leave this human being on earth to chaos and randomness. Rather, God Almighty took care of him since his birth so that he would be a healthy slave in all aspects of health, education and morals in order to build his society. The teachings of Islam consist in kindness to the weak and caring for the poor.

The choice of man to bear the trust of revelation and assignment made him the pivot on which the process of construction, development and development in Islamic societies is based, being the bearer of trust as God Almighty mentioned in His saying "Indeed, we offered the Trust to the heavens and the earth and the mountains, and they declined to bear it and feared it; but man [undertook to] bear it. Indeed, he was unjust and ignorant (Al-Ahzab - 72). This endurance with honesty requires certain preparations on the part of the Muslim human being, which contemporary Islamic discourses address through the approach of "human development". The concept of development and development is of great importance in Islamic sources, and it was included in the framework of other concepts such as: endorsement, construction and upbringing (Osman,, 2000, pp. 16-17). The development of human resources in Islam is based on a number of foundations that revolve around the human being as the most important goal of human development processes and its various programs, such as:

1. Training: Al-Basir (2019); Saif Al-Islam (1979) indicated that training represents the process through which the public administration seeks to increase skills and mental abilities. The study is based on the Almighty's saying: "So high [above all] is Allah, the Sovereign, the Truth. And, [O Muhammad], do not hasten with [recitation of] the Qur'an before its revelation is completed to you, and say, "My Lord, increase me in knowledge." (Surat Taha, verse 114) and through the meanings mentioned in these verses and their deductions, the Islamic religion's interest in training and gaining skills by acquiring knowledge and exhorting it and honoring scholars, which leads to benevolence at work, is evident. He promised those who do good and perfect their deeds that the reward will be preserved. Ahmed (2020); Matar (1993) pointed out to one of the most important training objectives in Islam that the Arab and Islamic public administration seeks to achieve:

- I. Educating and enlightening the public employee about the skills and experiences he needs in his work in order to be distinguished in his work, familiar with his knowledge and skills.

- II. Empowering the employee to perform his work with perfection and good quality, and the Messenger, peace be upon him, urged him to master the work as stated in the honorable hadith: ((God loves if one of you does a job that he masters it)).

- III. To develop the techniques and skills of the workers so as to superimpose scientific progress and take advantage of the technical skills and transfer them to the

practical reality in order to develop and modernize it to be more beneficial and easier to serve the nation.

2. Succession: God has appointed man as successor on earth “And We have certainly established you upon the earth and made for you therein ways of livelihood. Little are you grateful” (Al-A'raf - 10). The succession in the land requires that man play an active role in developing his potential and his faith, psychological and practical structure, which is the basic feature of human development (Smaida, 2016).

3. Planning: The study of Mohammed, (2020) indicated that one of the most important foundations of human resource development is planning and good management, which in turn requires study and analysis of the reality of the living, including its pros and cons, and then preparing solutions to address its problems and anticipate problems that can occur. In the future and treated according to the visions of metabolites proposed and well prepared. Muslims are urged to plan and prepare in the Noble Qur'an by saying: • (Al-Anfal - 60), and it was mentioned in the Prophetic Sunnah that urges them to plan for the future by saying, peace and blessings of God be upon him, “It is better for you to leave your heirs rich than to leave them poor begging for people.. (Narrated by Muslim). If this hadith shows the importance of planning for the future of the heirs as individuals, then the need of societies, peoples and countries for future planning is more important and more urgent. The study (Hussain, 2012) showed that one of the most important tools for human resource development in the Islamic perspective is planning. Happiness and success in our daily and future lives. This requires studying the reality experienced by the individual and societies, analyzing it with its positives and negatives, developing solutions to address problems, studying future expectations by scientific standards, proposing visions for this, and preparing the correct programs and future, and this can only be done by using the mind and the practice of science.

4. Responsibility: As added by a study (Hamo, 1996), responsibility is considered one of the main pillars upon which the concept of human resource development is based, {and that a person has nothing but what he strives for} (Al-Najm 39). Their Prophet accepted his saying (may God's prayers and peace be upon him): “A servant's feet will not move on the Day of Resurrection until he is asked: about his life and how he spent it, about his knowledge of what he did, about his money from where he earned it and what he spent it on, and about his body and how he used it” (Sunan al-Tirmidhi).

5. Work: It is the foundation upon which human resource development and training plans are based. Islam has shown great interest in work, whether religious or secular, and encouraged and raised its value. He urged the Prophet (peace and blessings of God be upon him) to work and said: “Whatever a man earns is better than the work of his hands, and what a man spends on himself, his family, his son and his servant is charity” (Sahih Ibn Majah). On the authority of Aisha, may God be pleased with her, that the Prophet (peace and blessings of God be upon him) said: “God Almighty loves if one of you does a job that he masters it” (Narrated by Al-Bayhaqi). In order for the individual to do his work efficiently and highly, he needs to develop human resources through which he effectively develops his skill and ability (Al-Sourny, 2017).

6. Change: What human resources development seeks is to change and build better capabilities and skills of the human being, so that through it he can train, direct and seek to acquire the ability that enables him to accomplish and know what is renewed in his life as much as possible and made available to him. Change is one of God's laws in its being, and it can be a positive change that results in benefit and interest if it is an

intentional change, especially since it is not related to itself but rather to a positive end that he seeks and works for.

7. Honesty: In addition to what was previously mentioned about the methods of Islamic thought in the development of human resources, he added (Al-Thuwaini, 2009), as he relies on honesty a lot in the success of any international or local institution, as it controls the behavior of the individual and directs to ensure its success. In the absence of honesty, corruption and imbalance are rampant, and consequently, the collapse of institutions, and that absence may be the most prominent reason for the lack of sincere faith in me, as well as the lack of correct human development concepts that play an important role in the moral building of man. Trust has occupied a great place in Islam. The Prophet (may God's prayers and peace be upon him) warned against wasting the trust. He said: "If the trust is lost, then wait for the Hour. They said: How do you waste it, O Messenger of God? He said, "If the matter is assigned to someone who is not qualified to do so, then wait for the Hour." (Bukhari).

8. Reform: also added (Mohamed, 2012). Reform represents the most important criteria for human resource development from an Islamic perspective, as what human resources development seeks is reforming and evaluating the working human self so that it becomes more effective and contributory in the service of religion, society and all of humanity. per person "He said, "O my people, have you considered: if I am upon clear evidence from my Lord and He has provided me with a good provision from Him... ? And I do not intend to differ from you in that which I have forbidden you; I only intend reform as much as I am able. And my success is not but through Allah . Upon him I have relied, and to Him I return (HOOD - 88).

The researcher believes that Islamic thought, as mentioned in the previous literature, looks at the working individual or human resources in a holistic way through his interest in all his practices, and he made it clear that the Muslim has to train and develop himself as a condition that whoever takes a job must be fit for it, he explained the Islamic religion Human resources are based on justice, equal opportunities, and the need for the institution in which he works to achieve the goals of the worker until it is ultimately in the interest of both parties.

The study Qaid (2016); Hakim (2009); Al-Ahmad (2012); Alaberi (2020) made a comparison of human resource development between Islamic change and rooting, showed that the study indicated that:

- Qaid (2016) indicated that Frederick Taylor's theory sees that if the worker is lazy, the increase in productivity at work and the competitiveness of the organization is achieved only in one way, which is coercion and coercion. A waste of the dignity of the worker that Islam brought as well as the possibility of his development, as he sees that man is not just considering him as a production machine and that he enjoys feelings and feelings, so he must be motivated so that he can develop and develop himself through sharp methods such as training and empowerment.

- Saleh (2012) indicated that what the School of Scientific Management went to in using the financial stimulus policy for the development of human resources represents a non-permanent means from his side because the employees have a perception that the automatic increases represent a right of his rights and not as a result of his enthusiasm at work and also from On the other hand, it represents an inverse relationship, where employees are born with traits of greed and the pursuit of money, and then neglect the tasks assigned to them, because financial income is an enemy of the human race.

Al-Saad (2000) added that the administrative organization, which sees that one of its most important orientations is the coercive power as a means to make human resources more effective. If it grants the employer to own the worker, then it tyrannizes him, but Islam has prohibited the tyranny of the workers.

Commenting on the foregoing, the researcher believes that in the period when Europe enslaved workers, which was shown by all the administrative theories related to this, however, Islam, since its first dawn, took care of the workers and strengthened their confidence through what was mentioned in the Holy Qur'an and the Prophetic hadiths that took care of them And not to consider them as a production machine, but rather as people with feelings and feelings that institutions must take care of and develop and develop their own capabilities and identify strengths in order to strengthen them and also their weaknesses in order to develop them so that they can be benefited from for themselves and also for the organization itself.

### ***Human Resources Development for Muslim Jurists and Scholars***

Human resources are considered one of the basic components in the world to achieve renaissance, progress and development in various fields. Therefore, institutions and organizations should take them first and identify them in order to achieve any promotion or development. Islam is a human development in a broad way that reflects its importance and status, and this is evident through what we have mentioned from the positions of Muslim jurists and scholars (Al-Ahmad, 2012).

Imam Ibn Katheer said: God Almighty says, "Grateful to His servants for what enabled them to make the earth a resting place, and made for it mountains and rivers, and made for them homes and houses therein, and permitted their benefits, and made the clouds subservient to them to take out their sustenance from it, and made for them livelihoods in it, and this is one of the evidence that confirms that God Almighty He wants to develop human resources, and this is shown in the Almighty's verse "Recite in the name of your Lord who created"

Imam Abi Hamid Al-Ghazali indicated in his interpretation of the verse that there are many darkness's in life, including: the darkness of ignorance, the darkness of sin, and the darkness of disobedience. A short stage and an introduction to what will come after it, and he made it clear that those who give precedence to the life of this world over the hereafter have strayed from the way, and as God sent Muhammad, so He sent Moses before him to the Children of Israel, saving them from the darkness of humiliation and servitude, and granting them freedom "And We certainly sent Moses with Our signs, [saying], "Bring out your people from darkneses into the light and remind them of the days of Allah ." Indeed in that are signs for everyone patient and grateful" [Ibrahim: 5]. It is clear from these verses that God sent messengers to a people and his nation to guide them and bring them out of darkness into light and from failure, confusion and deviation to progress, guidance, progress and perfection, and this can be called spiritual and internal development (Hassan, 2012, p. 347).

Ibn Khaldun gave an active role to work in the life of the individual, if he sees it as the basis of human progress, so it is necessary to work in every "... earned and financed, and that the gains are the values of the works, so if the work increases its value increases, so people's gains increase. Ibn Khaldun did not see in work a need to earn a person's livelihood for his day and his life, but it is also a need through which a person proves himself and confirms his status and existence. Specifically, "that service is not a normal pension" (Ahmed, 2002).

There is an agreement between (Hashem, 1977) and also (Al-Darazi, 2014) that Ibn Khaldun, in his view of the value of work, has preceded Adam Smith in this field, although he proceeded from the theory of value in work when he compared the investment of capital in various sectors, stressing that nature in Agriculture has an active role and a distinct participation in value creation.

Perhaps one of Ibn Khaldun's theories that are widely used by contemporary economists is what is known as "The Division of Labor" "the theory of the division of labor," which is the method of organizing production where each worker is assigned to a dedicated part of this process, and one of the features of this theory is that it gives opportunities for workers to gain skills In the parts that they are assigned to, the father of classical economics Adam Schmidt in his book *The Wealth of Nations* relied on Ibn Khaldun's theory of the division of labor and Schumpeter confirmed this in his book "The History of Economic Analysis" where he considered that Ibn Khaldun "was much more profound in analysis than Adam Smith". The theory of the division of labor according to Ibn Khaldun was based on three axes: the axis of the unity of production, the axis of society, and the axis of the outside (Mahmoud, 2021).

### ***Obstacles to Human Resource Management***

By reviewing many previous literature that dealt with the obstacles to human resource management, this literature indicated many obstacles that limit the effectiveness of human resource management in organizations and lead to a weak ability to creativity and innovation, and the most important of these obstacles. It was shown (Hariri, 2012) that the reality of human resources management in organizations indicated that there are some problems, including: the system of fixing human resources to permanent service, which impedes the organizations' response to the need for change, and the units entrusted with human resources management in organizations suffer from formality, appearance and more traditional Which tends to be objective and specialized scientific methodology, in addition to the lack of trained technical competencies, the inflation of functional structures, the lack of advanced systems for the preparation and development of human resources, and the absence of systems and standards for evaluating the performance of these organizations, but these obstacles differ from what was stated (Al-Rahimi, 2020 Which showed that the most important obstacles to human resources are the dominance of the bureaucratic administrative style in terms of the hierarchy of authority and the hierarchy of relations between employees, and that the employee preparation courses did not achieve the desired goal, as they depend on theoretical courses and suffer from weak content and lack of field training, and the lack of continuity of performance evaluation periodically, reliance on traditional performance appraisal systems, and the weakness of providing a clear vision of human resources performance, and the lack of accurate description of the role of employees has led to ambiguity in the performance of human resources. Show them and assign them various administrative tasks that hinder them from performing their primary task.

However, the obstacles mentioned by (Rakani, 2016) agree with the study (Fred, 2019) that the professional development programs offered to employees in organizations suffer from several problems, the most important of which is that they do not meet the needs of employees, and the content of these programs lacks many modern trends related to developing The professional performance of employees, and limiting the purpose of these courses to obtaining specific certificates for the purpose of promotion or obtaining a leadership or administrative position in the organization, in addition to the absence of a clear policy for the development of professional and administrative human resources in



organizations, and also consistent with (Abdul Wahab, 2015), which states The obstacles of human resources are represented in the administrative delay in some organizations, which leads to the inability of the administrative organization to translate the goals that constitute the function of the institution into policies, and its inability to plan these policies and put them in specific programmes, in addition to the inflation of the administrative apparatus, the multiplicity of levels of organization, and the control of managers The administrative work, the weak participation of employees in developing plans and development proposals, the shortcoming in the administrative qualification of employees, the interest in planning in a form without the subject, and the stagnation of inter-relationships The lack of development, which is reflected in the skills of individuals.

Also Al-Tarawneh (2010) indicated that despite the importance of human resources planning, it faces a set of obstacles that limit its effectiveness, and these obstacles are represented in the lack of complete data necessary for human resources planning, the weak efficiency of those in charge of planning for human resources, and the link of planning Human resources have many environmental influences and variables, and the difficulty of coordination and integration between the human resources planning policy and other human resources management policies such as selection, appointment, training, transfer and promotion, and the imbalance of the current job structure in the institution where there is a deficit in jobs, and a surplus in other jobs, and this agreed with what was indicated to him (Issa, 2018) until the process of job analysis or description suffers from some problems, the most important of which is the fear of some workers that job descriptions may affect some of their validity in the job, or that this negatively affects the salary level, and workers consider job descriptions as a complex process Between employees and the organization determines what the workers must do within the institutions.

It is clear from the foregoing that there are many obstacles and problems faced by human resource management in organizations, some of which are related to human resource planning, some of which are related to organization, and some are related to professional development and training, as well as those related to evaluating the performance of human resources in institutions and organizations, which require the need to reconsider and work to find solutions to it.

The researcher concludes that the obstacles that were addressed in the previous literature are as follows

- There are some problems, including, the system of fixing human resources in permanent service, which hinders organizations' response to the need for change.
- The dominance of the bureaucratic administrative style in terms of the hierarchy of power and the hierarchy of relations between workers.
- Weakness in providing a clear vision of the performance of human resources.
- The content of these programs lacks many modern trends related to the development of the professional performance of employees, and the purpose of these courses is limited to obtaining specific certificates for the purpose of promotion or obtaining a leadership or administrative position in the organization, in addition to the absence of a clear policy for the development of professional and administrative human resources organizations.
- The administrative delay in some organizations, which leads to the inability of the administrative organization to translate the constituent goals of the institution's

function into policies, and its inability to plan these policies and put them in specific programs.

- The inefficiency of those in charge of human resources planning, and the linkage of human resources planning with many environmental influences and variables.

### ***The Islamic perspective to solve the obstacles to human resource management***

To overcome the obstacles of human resources, as I mentioned earlier, Islam has set a vision for the interest and development of human resources, and this is achieved through the following:

#### ***Management***

The follower of the concept of management in the Western perspective, finds that Henry Fayol is one of the first theorists in the field of management and administrative management (he defined management as the art of dealing with people, which is represented in forecasting, organizing, leading, coordinating and controlling), but the Islamic perspective gives us a definition More accurate, depth and sophistication at the same time, and management according to this perspective is serving people, raising them, educating them and directing them, that is, it is the members of the organization at different levels implementing the different aspects of the administrative process (such as forecasting, leadership, organization, coordination and control), and this will not be according to humanitarian laws Rather, according to the Islamic legal policy derived from the Qur'an and Sunnah, with regard to rulings, beliefs, worship and transactions, in order to bring interests and ward off evil, and the difference between the two perspectives lies in the origin of the principles of management and administration. Which made them temporary theories that are valid for a certain period, then their effect disappears and their principles disappear, and this is the opposite of the principles of Islamic management derived from the Qur'an and Sunnah, whose principles are distinguished as We have seen previously in Godliness, comprehensiveness and permanence, as the difference lies in the goal and purpose of it. The Western perspective aims, through management, to achieve the greatest benefit and satisfy the material, psychological and social needs of the mundane, while we find the purpose of management and management from the Islamic perspective is the sincerity of worship God and the construction of the earth according to his Sunnah. and his law. Thus, management is based on lofty spiritual goals and principles that elevate human behavior to the highest meanings, thus achieving growth and development in all aspects of human life.

#### ***Leadership***

Leadership is considered one of the most important and most influential methods in achieving human resource development, and this is from a Western and an Islamic perspective as well. (such as health, strength, and vitality), mentality (such as intelligence and awareness), technical qualities (such as scientific and cognitive qualifications), cultural qualities (such as erudition and full knowledge of the individuals under supervision with experience and expertise), and his ability to influence and persuade, and these qualities differ in their perception and understanding from a person This does not apply to the Islamic perspective, which derives these standards and specifications from the Qur'an and the Sunnah, in accordance with the saying of the Messenger of God, peace and blessings be upon him: "I left among you two things that you will not go astray as long as you adhere to them, the Book of God." and the Sunnah of His Messenger." Narrated by Imam Malik.

### *Training*

“The command to train and teach human resources began for the first time with the revelation of the first Surah of the Book of God Almighty, which is a sign to the Messenger that the era of planning, knowledge, patience and sacrifice has begun, for the Islamic state in all its covenants has assumed the fulfillment of this basic need of the group” p. (286) Learning is something that accompanies the individual from his birth until his death, and training is what begins with the individual entering the field of work and providing him with the skills and information necessary to carry out his work, and given the importance of training in developing the capabilities and skills of the human resource, it is considered one of the main development methods that Islam brought since ancient times. , where the Prophet was conducting continuous training courses for three years in the House of Al-Arqam bin Abi Al-Arqam, and this is stability and work in the spirit of the group, team spirit and citizenship, and the expansion of knowledge and perceptions and creative strategic thinking, training according to Islam is spiritual, intellectual, moral, scientific and political, and all these aspects Develop human resource behaviors, control them, and direct them in the right direction (Al-Sourny, 2017).

### *Motivation*

It is an essential element in effectively mobilizing the energies of human resources, according to the Western concept, the efforts of workers are mobilized and multiplied by providing material incentives, applying punishment and improving working conditions. In contrast to the one based on the motivation process, i.e. controlling it is human control, in contrast to the Islamic perspective, which, despite not explicitly referring to the term incentive, but it dealt with incentives in terms of concept, types and conditions, according to what was stated in the Qur’an and Sunnah, Islam was clear in regulating the worker’s relationship The employer (so that he assigns duties to him and at the same time guarantees him rights), and one of his most important rights is the rewarding wage for his saying, peace be upon him: “Give the wage-earner his wages before his sweat dries up.” Narrated by Al-Tabarani. The reward must be based on effort and achievement as quickly as possible, because if it is not paid on time, it loses its motivational value. His purchasing power, and thus a step is taken towards moving away from negative behaviors (such as theft and embezzlement) for his saying, may God’s prayers and peace be upon him: “Poverty is almost blasphemy,” this is with regard to material incentives, as for other incentives in moral incentives, and spiritual incentives (no theory has reached any of the theories Motivation and incentives are only their realization other than Islam), and they are all incentives through which Islam seeks to educate the worker at work in a parallel and straight manner, so that one aspect does not prevail over the other, as it educates the spirit, soul, mind and body.

### **Conclusion**

This study examined the treatment of obstacles to the development of human resources in institutions from an Islamic perspective, as the Islamic approach was and still is concerned with the development of individuals through many methods, the most important of which are training and motivation, and Islam is a religion of belief, behavior and an integrated system because it includes all aspects of life, and resource management practices are Human resources derived from the Holy Quran and the hadiths of the Prophet, and the practices of the Prophet, peace be upon him, are broader and more comprehensive than the practices of human resource management.

The results reached by the researcher are that Islamic thought views the individual as a holistic view, and this stems from his interest in all human activities and their promotion, evaluation and harnessing to serve humans so that they can benefit from them in their lives and be provided with piety. And the development of human resources, such as control, training, development, motivation, and others. The Islamic view of human resources, which is more comprehensive than contemporary administrative theories, has developed solutions to the obstacles facing human resources. An example of this is the bureaucratic system reached by many studies as the most important handicap facing human resources. Islam urged that it be Work systems are characterized by democracy and participation in decision-making so that human resources can run in a pioneering and professional manner. Islam also urged providing security for employees, which represents a motive for employees to accomplish more work, which ultimately serves the interest of the institution and increases its productivity.

In the end, this article can recommend the need to adopt the foundations of Islamic legislation and the standards related to it in all activities related to human resources in institutions, especially government ones, and the need to reformulate the strategic objectives of human resources and employ the Islamic perspective in them for the proper application of it, and to involve some specialists from Muslim scholars and people with disabilities. Experience in formulating these goals in order to be in line with the Islamic perspective of human resources, and the necessity of adopting Islamic values and principles in human resource management practices, which are recruitment, appointment, training, development, motivation and performance, which have a significant impact on achieving the best performance for individuals and organizations.

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