

Dismissal of Yassir at Bakti Corporation

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Abstract

This case study examines the dismissal of Yassir, a high-performing and respected employee at Bakti Corporation whose career spanned over two decades. Rooted in a strong foundation of Islamic upbringing and values, Yassir's professional journey was marked by perseverance, compassion, and excellence. His rise to Branch Manager reflected the principles of *amanah* (trust) and *ihsan* (excellence), which guided his leadership style. However, allegations of misconduct and inappropriate behavior challenged his legacy, culminating in a Domestic Inquiry (DI) and subsequent dismissal. This case study explores the ethical, legal, and Islamic dimensions of workplace justice, accountability, and organizational responsibility. Through an analysis of the evidence, the decision-making processes, and principles such as *‘adl* (justice) and *taqwa* (God-consciousness), the case study provides insights into the interplay between workplace ethics and Islamic jurisprudence in addressing misconduct while maintaining fairness and dignity for all stakeholders.

Keywords: Workplace Ethics, Islamic Leadership, Justice (‘Adl), Accountability (Amanah)

Yassir's Upbringing and Islamic Foundation

Yassir grew up as the eldest of six siblings in a modest family where both parents worked as laborers on a plantation estate. Despite their limited financial means, Yassir's parents prioritized Islamic education for their children, embodying the principles of *Tawhid* in their lives. Yassir's father had spent several years studying at a traditional Islamic school, or *Pondok*, where learning was deeply spiritual and focused on practicing and imparting Islamic teachings.

The *Pondok* system, unbounded by formal graduation, emphasized the transmission of knowledge as a sacred trust (*amanah*). Yassir's mother also attended a traditional Islamic school, though separate from his father's, and was equally committed to nurturing Islamic values in her children.

Their deep-seated commitment to *ubudiyyah* (servitude to Allah) and *mas'uliyah* (responsibility) guided Yassir's upbringing. While his parents lacked formal mainstream education and official qualifications, they worked diligently on the plantation estate to provide for their family, remaining steadfast in their Islamic practices.

Life on the Estate

Yassir's parents worked tirelessly as laborers on an oil palm plantation, with his father harvesting fruits and his mother taking on general tasks. Their employment included registration in the Employee Provident Fund (EPF) and Social Security Organization (SOCSO), reflecting a sense of security amidst their humble means. The estate management provided childcare facilities for the workers' children, enabling Yassir and his siblings to attend nearby schools. After school, they stayed at the childcare center until their parents finished work, ensuring a structured and protected environment.

This simple yet communal lifestyle reinforced values of *ta'awun* (mutual assistance) and *ukhuwwah* (brotherhood), as Yassir formed strong bonds with other children from the estate. Recreational amenities provided a safe space for children to grow, sheltered from external dangers. Yassir's childhood, shaped by both the plantation environment and the spiritual grounding of his family, laid a foundation of resilience and discipline.

Education as a Path to Transformation

Yassir's arrival at Bakti Corporation in 1994 marked the beginning of a career driven by purpose and perseverance. As a fresh Management Trainee, Yassir quickly gained a reputation for his hard work and positive attitude. Colleagues often spoke about how he went above and beyond his duties, always with a smile. His desk was a constant hub of activity, not because of chaos, but because Yassir's approachable demeanor and willingness to help made him the go-to person for advice.

One of his earliest mentors, Mr. Faizal, recalls, "Mr. Yassir had a spark. From day one, he was eager to learn, but what stood out was his compassion. Whenever I gave him a challenging task, not only would he complete it with excellence, but he would also find a way to assist his peers. He truly embodied *ihsan* (excellence) in his work and interactions."

In the office cafeteria, colleagues often shared stories about Yassir's work ethic and kindness. One day, during lunch, two of his peers, Aiman and Faridah, were discussing him.

Aiman: "You know, Mr. Yassir has this incredible ability to make even the most stressful situations manageable. Last week, when we were behind on our quarterly reports, he stayed late for three nights just to help the entire team. He didn't have to, but that's Mr. Yassir for you."

Faridah: "Exactly! And it's not just about work. Do you remember when Puan Siti's father was hospitalized? Mr. Yassir organized a fundraiser without even telling anyone. He just quietly made sure she got the support she needed. He doesn't just work here; he builds a community."

Aiman: "That's why I enjoy working with him. He's not just a manager; he's a true leader. He cares about people, and you can feel that in everything he does."

By 2005, Yassir's hard work and dedication were rewarded when he was promoted to Branch Manager, overseeing a branch near his hometown. The community celebrated his success as one of their own who had risen through perseverance and faith. Yassir took the role seriously, ensuring that his branch not only met but exceeded its targets.

One of his team members, Nabila, shared her experience. "When I joined the branch, I was nervous because it was my first job. But Mr. Yassir made me feel at ease from the start. He took the time to mentor me, teaching me not just about the job but about life. He would say, 'Work hard, but always remember that our purpose is greater than just earning a paycheck. We are here to serve and uplift others.'"

During a team meeting, Yassir emphasized this philosophy. "Colleagues," he began, "we are not just employees. We are part of something bigger. Every loan we approve, every training we provide—it's a step toward helping someone stand on their own feet. This is not just a job; it is an *amanah* (trust). Let's strive for *ihسان* in all that we do."

The team left the meeting inspired, ready to take on challenges with renewed vigor. Under Yassir's leadership, the branch became known for its exceptional performance and harmonious work environment. Employees felt valued, and clients appreciated the warm and efficient service. A senior staff member, Khalid, remarked, "Mr. Yassir has this rare ability to make everyone feel seen and heard. Whether it's a junior clerk or a senior officer, he treats everyone with equal respect. It's no surprise that our branch has the lowest turnover rate and the highest satisfaction scores."

One day, a new hire, Hafiz, approached Yassir after work hours. "Mr. Yassir, may I ask how you manage to keep everyone so motivated and happy?"

Yassir smiled warmly. "Hafiz, it's simple. Always remember that we are here for a greater purpose. Treat others with kindness, listen to their concerns, and lead by example. When you act with sincerity and *taqwa* (God-consciousness), people respond with trust and enthusiasm."

By the end of 2008, Yassir's branch had become a model for others in the corporation. During an annual awards ceremony, the CEO of Bakti Corporation, Mr. Ibrahim, spoke highly of Yassir. "Ladies and gentlemen, success is not just about numbers; it's about the impact we create. Mr. Yassir's branch is a shining example of this. His leadership, rooted in *adl* (justice) and *ihsan*, has transformed not only his team but also the community he serves. We are proud to have him as part of the Bakti family."

The applause was thunderous as Yassir walked to the stage to receive the award for "Outstanding Branch Manager." He humbly addressed the crowd, saying, "This award is not mine alone. It belongs to my team, who work tirelessly every day, and to the community, whose trust we strive to honor."

Yassir's journey from a young trainee to a respected Branch Manager exemplifies the power of perseverance, faith, and compassion. He transformed his workplace into a space where people felt valued and inspired, embodying the Islamic principles of *amanah* and *taqwa*. For his colleagues and community, Yassir was more than a manager—he was a beacon of hope and a living example of how success, when guided by purpose, can uplift not only oneself but also those around them.

Challenges at Bakti Corporation

By 2016, Yassir's once-respected reputation at Bakti Corporation began to unravel. Initially, concerns surfaced about his management of cash collections, with repeated delays in depositing funds. However, these issues were overshadowed by troubling complaints from his colleagues, particularly Suria and Nadrah, two junior employees. They accused Yassir of creating a hostile work environment through inappropriate and invasive behavior, ranging from unwelcome physical contact to uncomfortable confrontations in the office.

The tensions boiled over one afternoon when Suria and Nadrah confronted Yassir about his behavior. In the break room, with several other colleagues present, Suria, her voice shaking but firm, said, "Mr. Yassir, we need to talk about the way you treat us. You've been standing too close, touching our shoulders unnecessarily, and making us feel uncomfortable."

Yassir, visibly angered, slammed his coffee cup onto the table. "Uncomfortable? What nonsense is this? I'm your manager, not your friend. I have every right to give instructions, and if you're misunderstanding my actions, that's your problem, not mine."

Nadrah stepped forward, her voice trembling but resolute. "This is not about instructions. It's about respect. You've crossed boundaries, and we've told you before that it makes us uneasy."

Yassir's face turned red with anger. "Boundaries? Uneasy? You two need to grow up and stop acting like children. I've worked here longer than both of you combined. Do you think you can tell me how to behave?"

The tension in the room escalated as other colleagues tried to intervene. Mariam, a senior staff member, stepped between them. "Please, everyone, calm down. We're all here to work, not to fight. Mr. Yassir, maybe we can discuss this calmly later."

Yassir pointed a finger at Mariam. "Don't interfere in things that don't concern you. This is between me and them!" His voice echoed through the break room, drawing the attention of others.

The hostility reached a breaking point when Yassir cornered Suria near her desk later that day. "You think you can make baseless accusations against me and get away with it? Do you know what I can do to your career here?" he said, his tone low and threatening.

Suria, visibly shaken, managed to reply, "I just want to work in peace, Mr. Yassir. Please, don't make this harder than it already is."

Their exchange was overheard by another colleague, Aisyah, who immediately intervened. "Mr. Yassir, this is not the way to handle things. Please, step back."

Yassir turned to Aisyah, his anger still boiling. "Are you accusing me too? This is all a conspiracy against me!"

The incident was reported to HR, and security officers were called on multiple occasions to de-escalate situations involving Yassir's outbursts. His temper became a defining trait, with many employees avoiding direct interaction with him for fear of his volatile behavior.

The company, adhering to Islamic principles of *adl* (justice) and *ihsan* (excellence), initiated an inquiry to address the complaints. During the inquiry, Suria and Nadrah recounted their experiences with courage.

Suria: "He would stand too close, touch my shoulder, and even block my way in the hallway. I told him it made me uncomfortable, but he didn't stop."

Nadrah added, "It wasn't just once or twice—it was consistent. I dreaded coming to work because I never knew when he'd corner me or invade my personal space."

Yassir, in his defense, denied all allegations, claiming they were part of a conspiracy. "This is slander! I've been a loyal employee for over two decades, and now they're trying to ruin me. Where's the evidence?" he shouted during the proceedings.

The panel, composed of senior management and HR, issued Yassir a stern warning and transferred him to another branch as a corrective measure. The chairman of the panel addressed Yassir directly, saying, "Mr. Yassir, this decision is not taken lightly. You have been given a second chance to reflect, repent, and correct your behavior. This is an opportunity for *taubat* (repentance) and self-improvement. Do not squander it."

Despite this opportunity, allegations of misconduct resurfaced three years later. This time, they were even more serious. Suria and Nadrah, now at different branches, were joined by new complainants who described similar experiences of unwelcome physical contact and invasive behavior.

During one particularly volatile confrontation, a junior colleague, Fadilah, tried to voice her concerns during a team meeting. "Mr. Yassir, your behavior is making people uncomfortable. Please, we need to address this."

Yassir slammed his hand on the table, startling everyone. "You're all conspiring against me! I've done nothing wrong, and I won't tolerate these baseless accusations anymore!" His outburst left the room in stunned silence, and several employees reported the incident to Human Resource (HR).

The new allegations led to another Domestic Inquiry (DI) in 2019. This time, the evidence was overwhelming. Multiple testimonies painted a consistent picture of a hostile work environment under Yassir's management.

Suria testified again, her voice steadier than before. "We gave him a chance to change, but he hasn't. His behavior continues to intimidate and humiliate us."

Nadrah added, "This is not just about us. Other colleagues have come forward with similar complaints. How many more people have to suffer before something is done?" Yassir, however, remained defiant. "These are lies! They're all out to destroy my career. I demand justice!"

The DI panel, after days of deliberation, found Yassir guilty of all charges. The chairman of the panel delivered the verdict with a heavy heart. "Mr. Yassir, the evidence against you is undeniable. As a leader, you were entrusted with the responsibility to uphold *amanah* (trust) and create a safe environment for your colleagues. Instead, you violated that trust. Your dismissal is effective immediately." Yassir's face twisted in anger as he stood up abruptly. "This is an injustice! After all I've done for this company, this is how I'm treated?"

The chairman, maintaining his composure, replied, "Mr. Yassir, justice is not about loyalty—it is about accountability. Your actions brought harm, not benefit. May Allah guide you to reflect on your behavior and seek forgiveness."

As Yassir stormed out of the room, his colleagues were left reflecting on the importance of upholding Islamic values of *adl*, *ihsan*, and *taqwa* in their workplace interactions. For Suria, Nadrah, and others, the outcome was a relief, bringing a sense of justice and closure to a long and painful chapter.

Domestic Inquiry and Termination

The Domestic Inquiry (DI) was convened in a formal yet somber setting, reflecting the gravity of the allegations against Yassir. The panel, comprised of senior management and HR representatives well-versed in both corporate policies and Islamic ethical principles, began the proceedings with an opening statement.

"Today's inquiry is being conducted to address serious allegations brought against Mr. Yassir," began the panel chair, a respected figure known for his adherence to Islamic values. "Let me remind everyone present that this process is guided by the principles of natural justice, fairness, and accountability. As Muslims, we are also bound by *adl* (justice), *ihsan* (excellence), and *amanah* (trust). Brother Yassir, you are here to

defend yourself, and the complainants will present their grievances. May Allah guide us to the truth.”

Yassir, sitting at the end of the table, clenched his hands together, visibly tense but defiant. His lawyer sat beside him, quietly taking notes.

The first complainant, Suria, a junior administrative assistant, was called to testify. She appeared composed but nervous as she began to recount her experience. “Mr. Yassir would often stand too close to me when giving instructions. At first, I thought it was unintentional, but it happened repeatedly. He would block my path in the office corridor and linger unnecessarily when I was alone at my desk.”

Yassir (interrupting sharply): “That’s absurd! I was merely discussing work matters. Are we not supposed to communicate with our colleagues?”

The panel chair raised a hand firmly. “Mr. Yassir, you will have your turn to respond. Please allow the witness to speak without interruption. This is part of the *adab* (manners) of such proceedings.”

Suria, regaining her composure, continued. “It made me very uncomfortable. I began dreading coming to work. I tried to avoid him, but it only seemed to make things worse. I shared my concerns with my colleagues, and they encouraged me to report the behavior.”

The second complainant, Nadrah, also described similar experiences. “Mr. Yassir would often invade my personal space, touch my shoulder unnecessarily, or follow me to the elevator. It felt invasive and intentional. I spoke to Suria about it, and we realized we were both experiencing the same behavior.”

Yassir (visibly angry): “These are lies! A conspiracy to ruin me. I am a senior manager, and some people can’t handle that.”

When it was Yassir’s turn to testify, he stood up and began with a defensive tone. “I have served this company for over two decades. I have always conducted myself with integrity and professionalism. These accusations are slanderous and baseless! They are part of a scheme by certain individuals who are envious of my position.”

The panel chair interjected calmly but firmly. “Mr. Yassir, accusations such as these cannot be dismissed without due consideration. We are here to uncover the truth, not to engage in blame or accusations without evidence.”

Yassir’s voice rose slightly. “I have been nothing but respectful to my colleagues. If anyone felt otherwise, it was a misunderstanding, not intentional misconduct!”

The panel chair responded, his tone firm yet composed. “Mr. Yassir, respect is not merely about intention but also about perception. *Akhlaq* (good character) and *ihsan* demand that we are mindful of how our actions affect others. Have you reflected on whether your behavior could have been perceived as inappropriate, even unintentionally?”

Yassir hesitated but doubled down. "I cannot control how others perceive me. My conscience is clear."

After the testimonies were presented, the panel adjourned for deliberation. They reviewed the evidence, including the consistent accounts of both complainants and testimonies from other colleagues who corroborated the claims.

The panel chair addressed the group. "It is clear from the evidence and testimonies that Brother Yassir's actions caused discomfort and distress to his subordinates. Whether intentional or not, such behavior contradicts the Islamic values of *amanah* and *taqwa* (God-consciousness). As a leader, he was entrusted with the duty to act as a role model, yet he failed in this responsibility."

The other panel members nodded in agreement. "His defensive attitude and lack of remorse further indicate that he has not reflected on the consequences of his actions," one member added.

When the panel reconvened, Yassir and the complainants were called back into the room. The panel chair delivered the verdict.

"Mr. Yassir," he began, his voice steady and authoritative, "after carefully reviewing the evidence and testimonies, this panel finds you guilty of the charges brought against you. Your behavior created a hostile work environment and caused harm to your subordinates. As a senior manager, you held a position of trust, and your actions betrayed that trust."

Yassir (standing abruptly): "This is an outrage! After all I've done for this company, you choose to believe baseless accusations over my years of service?"

The panel chair remained calm but resolute. "Mr. Yassir, service and tenure cannot excuse misconduct. Your actions fell short of this standard. Your dismissal is effective immediately. You have the right to appeal to the Board of Directors, but this decision is final from the DI panel."

Yassir sat down heavily, shaking his head, while the complainants exchanged glances of relief.

As the session ended, the panel chair addressed everyone in the room. "Let this case be a reminder to all of us about the importance of *ihsan* in our dealings with one another. We are all accountable, not just to this company but ultimately to Allah. May we all strive to uphold the principles of justice, respect, and dignity in our workplace and beyond."

The inquiry ended with an air of solemnity, as the panel members made dua silently, seeking Allah's guidance and forgiveness for all involved. Yassir left the room visibly upset, his future uncertain but his accountability clear. The complainants, though shaken, felt a sense of closure and a reaffirmation of their rights under Islamic ethics and workplace policies.

The company's decision reflected its duty to uphold a respectful and safe workplace, prioritizing the welfare of all employees. Bakti Corporation emphasized that the dismissal was in line with principles of *mas'uliyah* and *hikmah* (wisdom), balancing justice for the victims with compassion in handling Yassir's case.

Appeals and Industrial Court Proceedings

After receiving the decision from Bakti Corporation's Domestic Inquiry (DI), Yassir appealed to the Board of Directors, contesting the allegations and claiming that the process was procedurally unfair. The board convened a formal meeting to review the appeal, inviting Yassir to present his case before the directors and the chairman of the board. The atmosphere in the boardroom was tense, with a palpable sense of gravity as Yassir entered.

The chairman, an esteemed figure known for his adherence to Islamic values and ethics, opened the meeting with a firm yet composed tone. "Mr. Yassir," he began, "this board is committed to ensuring fairness, justice, and adherence to Islamic principles in all its proceedings. As we deliberate on your appeal, I remind you that this is not merely a matter of corporate policy—it is about trust (*amanah*), accountability, and the ethical standards expected of all employees, especially those in leadership positions."

Yassir, visibly anxious but determined, nodded as the chairman continued. "You have served this company for many years, and we recognize your contributions. However, we must address the serious allegations brought against you, the findings of the Domestic Inquiry, and the impact on our workplace environment. This is an opportunity for you to present your case and clarify any concerns."

Yassir stood, adjusting his tie as he began to speak. "Respected members of the board, I humbly submit that the allegations against me are baseless and part of a conspiracy to tarnish my reputation. I have served Bakti Corporation loyally for over two decades, and I have always upheld the company's values. These accusations are nothing more than slander from individuals who seek to undermine my position."

The chairman interjected, "Mr. Yassir, such accusations are serious. Do you have any evidence to substantiate this claim of conspiracy?"

Yassir hesitated before replying, "Your Excellency, I do not have direct evidence, but the timing and nature of these complaints suggest a coordinated effort against me."

The chairman leaned forward, his gaze firm. "Mr. Yassir, in Islam, we are taught to act with integrity and to uphold justice.

Yassir attempted to respond, "Your Excellency Mr. Chairman, I have always adhered to my Islamic upbringing. My parents instilled in me the values of trust and respect. These allegations are simply misunderstandings."

The chairman raised a hand, silencing him gently but firmly. "Mr. Yassir, your background in Islamic education is well known, and it is precisely for this reason that these allegations are so troubling. As someone raised with knowledge of *taqwa* (piety) and *ihsan* (excellence), you should embody these principles in every aspect of your

conduct. The repeated and consistent testimonies of the complainants indicate behavior that is incompatible with these values. How do you reconcile this with your claim of innocence?"

Yassir, now visibly shaken, struggled to articulate a defense. "Mr. Chairman, I... I never intended to cause harm. If my actions were misunderstood, I regret that. But I cannot accept that my intent was malicious."

The chairman's voice grew sterner. "Mr. Yassir, in Islam, intentions matter, but so do actions and their impact. The testimonies we have heard speak of intimidation and harassment, creating a workplace where some of your colleagues felt neither safe nor respected. This is not a matter of perception—it is a matter of accountability."

After further deliberation, the chairman delivered the board's decision. "Mr. Yassir, after reviewing all evidence and the findings of the Domestic Inquiry, this board upholds the decision to terminate your employment. The inquiry adhered to both company protocols and the principles of natural justice. Your dismissal is not taken lightly, but as a leader, you failed to uphold the values of respect, trust, and accountability. We cannot allow this company's integrity to be compromised."

Yassir, visibly upset, attempted to protest. "Mr. Chairman, this is unfair! I have given my life to this company. To be dismissed on baseless claims is unjust!"

The chairman, unyielding, replied, "Mr. Yassir, justice is not about loyalty alone; it is about ensuring that we uphold the rights of all individuals under our care. As a leader, you had a greater responsibility to act as a role model. This decision is final, and it reflects our duty to protect the dignity and wellbeing of all employees."

Judge's Final Remarks

As the court reached its conclusion, the judge addressed Yassir with a series of observations and decisions that reflected the gravity of the case. The judge began by acknowledging Yassir's long tenure at Bakti Corporation. "Mr. Yassir," the judge remarked, "your years of service to this company have not gone unnoticed. It is evident that you have made significant contributions during your career. However, this court must balance your contributions with the severity of the allegations brought against you."

Turning to the core of the case, the judge highlighted the consistency and credibility of the complainants' testimonies. "The accounts presented by the complainants are detailed and consistent, leaving little room for doubt. These testimonies paint a troubling picture of a workplace environment that, under your management, became hostile and intimidating for certain employees," the judge continued. "Justice requires that we weigh such evidence carefully, and in this case, the allegations are substantiated."

The judge emphasized the importance of upholding integrity and fairness in the workplace, regardless of one's seniority or years of service. "Mr. Yassir, loyalty and tenure do not exempt an individual from their responsibility to treat colleagues with respect and uphold workplace ethics," the judge asserted. "You have claimed that

these allegations are part of a conspiracy, yet your defense lacks the substantive evidence needed to challenge the accounts provided by the complainants."

The judge also commended Bakti Corporation for its efforts to handle the situation with transparency and integrity. "This court recognizes the company's commitment to addressing these allegations through a Domestic Inquiry that adhered to principles of natural justice," the judge remarked. "The inquiry provided all parties with an opportunity to present their case, demonstrating the company's resolve to maintain a safe and respectful workplace."

While acknowledging Yassir's contributions to the organization, the judge underscored the importance of prioritizing the rights and dignity of all employees. "Mr. Yassir, the court understands the emotional and professional toll this case has taken on you. However, accountability cannot be overlooked when evidence substantiates claims of misconduct," the judge stated. "Justice must balance compassion with the need to protect others in the workplace from harm."

In concluding the proceedings, the judge reflected on the broader implications of the case. "This situation serves as a critical reminder of the importance of ethical conduct in the workplace," the judge said. "Employers bear the responsibility of creating an environment where all employees feel safe and respected. At the same time, employees, regardless of their rank or tenure, must uphold the highest standards of integrity, reflecting trust and excellence in their actions."

With a firm tone, the judge delivered the court's decision. "Mr. Yassir, while your long service to Bakti Corporation is acknowledged, the evidence against you is compelling. The Domestic Inquiry adhered to due process, and this court finds no basis for your claims of conspiracy. Therefore, the decision to terminate your employment is upheld."

The judge concluded by emphasizing the need for reflection. "Let this case stand as a lesson for both organizations and individuals. Employers must have robust mechanisms to address misconduct transparently, and employees must constantly engage in self-reflection to ensure their professional success aligns with personal integrity."

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Discussion Questions

Question 1

Was Yassir's termination justified on the grounds of just cause due to the accusation of sexual harassment? Take a position and support it with the fact of the case combined with one of the very specific principles of *Maqasid al-Shari'ah*.

Question 2

Yassir's case has been referred to the Industrial Court for a decision, do you think the Industrial Court will give a favourable Award to Bakti Corporation? Why? Provide one justification that is supported by *Fiqh hukm* (*fard, wajib, mandub, mubah, mustahab, makruh, **or** haram*).