Spirituality in Management
from Islamic Perspectives

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CHAPTER 2


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Abstract

This chapter presents Islamic guidelines provided in the Qur'an and Hadith with regard to managing human resources. It discusses the extent to which the Islamic organisations in Malaysia incorporate and practise Islamic approaches in human resource management (HRM) at their organisations, while it examines the effect of such Islamic approach on several organisational outcomes such as organisational commitment, organisational justice, job satisfaction and turnover intention among employees. The implication and future research direction are discussed at the end.

Introduction

Religious influences on HRM practices are imperative but are rarely highlighted in literature. Several studies on the influence of Islam in organisations have been conducted. These studies however focused mostly on Islamic work ethics (Ali & Al-Kazemi, 2007; Yousef, 1999, 2001). In addition, past studies examining the HRM practices in Muslim countries have focused on the Middle East; mainly consisting of Algeria, Egypt, Iran, Kuwait, Oman, Saudi Arabia and Turkey (Al-Enzi, 2002; Al-Hamadi et al., 2007; Budhwar et al., 2002; Budhwar & Mellahi, 2007; Mellahi & Frynas, 2003; Mellahi & Wood, 2004). Only Tayeb (1997) had addressed the issue of Islamic HRM in Asia. The Muslims are not only concentrated in the Middle East, but majority of Muslims are located in countries of Asia, Africa and Europe, and fewer than 15 per cent of Muslims are Arab nationals (Huda, 2009). In fact the largest Muslim population is in Indonesia, followed by Pakistan,