
IMPLEMENTATION OF BASED HUMAN RESOURCE MANAGEMENT ISLAMIC VALUES

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ABSTRACT

This study aims to determine the application of Islamic values to every activity in human resource management, especially at BMT Al Hijrah KAN Jabung Syariah. This research is a field research with research subjects BMT Al-Hijrah KAN Jabung Syariah. The technique of selecting respondents using purposive sampling technique. The results showed that the management system at BMT Al-Hijrah KAN Jabung Syariah was in line with the daily operational system of the Muslim community in general. Values Islam is divided into categories consisting of faith, sharia, and morals. The suggested implications for improving the quality of HR, BMT Al-Hijrah KAN Jabung Syariah need to maintain professionalism criteria along with the application of Islamic values so that the quality of the company is maintained. In addition, it was found that achievement-based compensation factors in HR management can also be applied together with Islamic values at BMT Al-Hijrah KAN Jabung Syariah. This is because compensation is related to faith, sharia, and morals. Therefore, it is suggested that BMT Al-Hijrah KAN Jabung Syariah needs to improve regulations regarding compensation based on Islamic values so that HR management can maintain professionalism through achievement while implementing Islamic values.

Keywords: Human Resource, Management, Sharia, Professionalism

INTRODUCTION

Overall, human resource is very important in business and organization. Businesses can be reorganized using real work, talent, creativity, drive and role. Therefore, human resource management is an important factor that must be considered so that every business or organization can achieve its goals, mission and objectives. Currently, many businesses or organizations are focusing on the importance of human as a whole in managing human resources

Human resources are the most important capital and wealth of every human activity. Human resources as the most important element are absolutely analyzed and developed in this way, their time, energy and abilities can really be used optimally for the interests of the company and individual interests. The management relationship with human resources is a business process of achieving goals through collaboration with others. This shows the utilization of human resources to achieve organizational goals. (Fatoni, 2006)

Human resource management is a series of organizational activities directed at recruiting, developing and maintaining an effective workforce. (Danupranata, 2015) Human resource management is seen as a strategy for managing people in an organization to achieve business goals or as a mechanism for integrating company policies with their application in managing human resources and their relation to company strategy.

Human resource management generally has goals to be achieved, both individuals and organizations. The functional goal of human resources is to maintain the contribution of the department at a level appropriate to the needs of the organization. While the individual goals of human resources are to assist employees in achieving their goals or earning income.

The company's most important problem is human resources, because it is human resources that cause other resources in a company to function, run or be implemented. Besides that, human resources can create efficiency, effectiveness, and company productivity. Therefore, managers must be able to utilize the people in the company

environment so that the desired goals can be achieved. Explained in the Qur'an, chapter Al-Anfal verse 60:

Meaning: "*Prepare for (facing) them what you can, which is in the form of strength (that you have) and cavalry. With it (that preparation) you make the enemies of God, your enemies and people besides them that you do not know, (but) God knows. Whatever you spend in the way of God will surely be returned to you in full, while you will not be wronged.*" (Q,S Al-Anfal: 60)

Can not be separated from human economic activity in daily activities. The existence of sharia banking is a good solution for the community to carry out economic actions based on sharia principles. Along with the development of the times, many banks that were originally conventionally based have turned into banks with sharia principles. As a result of the increasing development of The Islamic banking industry in Indonesia, it requires professional human resources (HR) to determine the future growth rate of the Islamic industry. (Fahmi et al., 2014).

The microfinance institution that supports the economic activities of small communities based on sharia is Baitul Maal Wa Tamwil (BMT). BMT consists of two terms, bait al-mal which is more directed at efforts to collect and distribute non-profit funds, such as zakat, infaq and sadaqah. Bait at-tamwil as an effort to collect and distribute funds for productive activities. BMT AL-Hijrah KAN Jabung Syariah is a Sharia financial institution located in the Malang Regency area, precisely in Jabung District, Kemantren Village. BMT AL-Hijrah KAN JABUNG has 4 branch offices namely (Singosari branch office, Poncokusumo branch office, Lawang branch office, and a branch office outside the district to be precise in Sumenep).

The existence of branch offices scattered in several areas indicates that the number of human resources needed by BMT AL-Hijrah KAN JABUNG. Must be accompanied by an effective and efficient management in utilizing existing resources. It is interesting to study, namely in the employee recruitment stage held by BMT AL-Hijrah KAN Jabung Syariah to obtain a competent workforce. The management informs the lack of manpower in the form of brochures and on internet media such as from the KAN Jabung web, Instagram, Whatsapp, etc. In addition, during the selection stage, a general knowledge test on Islamic banking was held, as well as a religious test.

The next stage is that employees must take part in the training and development stage after carrying out the recruitment and selection stage. BMT AL-Hijrah KAN Jabung Syariah in training and development, provides opportunities for prospective employees to go directly into the community. Prospective employees are held OJT (on the job training), which means training with job instructions for 3 months with the guidance of senior employees.

In addition, to develop employee knowledge about sharia principles, namely from the BMT, they conduct learning directly by the sharia supervisory board. Then, to assess the results that have been carried out by employees, BMT AL-Hijrah KAN Jabung Syariah conducts a performance appraisal. In the employee performance appraisal stage, it is carried out using a quantitative and qualitative system. The quantitative system in question is the assessment of attendance as evidenced by absences. While the qualitative assessment is the assessment of the behavior and personality of each employee in carrying out their duties and obligations. (Halimah, 2016) Next is compensation, to provide remuneration for employee performance. There are two types of compensation offered during the employee compensation process: financial and non-financial compensation. Financial compensation can be in the form of salary or wages, benefits, bonuses, shares provided by the company, or gifts. However, non-financial compensation may involve currency exchange, such as insurance policies and advances made to businesses and other entities.

Given the important role of human resources in an organization, especially Islamic financial institutions, the authors are interested in studying further by conducting research with the

title "Implementation of Human Resource Management Based on Islamic Values in BMT AL-Hijrah KAN Jabung Syariah Kec. Jabung".

Based on the description in the background, the writer is interested in knowing more about the application of Islamic values to every activity in human resource management, especially at BMT AL- Hijrah KAN Jabung Syariah. The problem that can be drawn from this research is the practice of human resource management based on Islamic values.

LITERATURE REVIEW

Management

Management is a word that comes from the English language management and comes from the verb to manage which means to manage or direct. Its name, manage, comes from the Italian word maneggio, which was adopted into Latin as "managiare," which comes from the Manus language and means "hand" in art.

The following definition of Management:

James AF Stoner defines management as the process of planning, organizing, directing, and supervising the efforts of members of the organization and the use of other organizational resources in order to achieve organizational goals that have been set. (Stoner, 1982); GR Terry, defines management as a distinct process consisting of planning, organizing, actuating, and controlling which is carried out to determine and achieve predetermined goals through the utilization of human resources and other resources. (Yusuf, 2015);

From the understanding of management above, it can be concluded that management is a joint effort of individuals or groups of individuals to achieve a predetermined goal in a systematic, efficient and effective way. In addition, humans are defined as creatures capable of achieving the goals and strategies set by the organization. There are at least 3 reasons management is needed by all organizations and companies, among others: to achieve goals, maintain the balance of the interests of the parties, and to achieve efficiency and effectiveness in achieving goals. (Syukron, 2014)

Management functions are the basic elements that will always exist and are inherent in the management process which will be used as a reference by managers in carrying out activities to achieve goals. (Siagian, 2004) Management functions include: (Bagia, Susila, & Pramudi, 2016):

Planning function, namely determining the strategy that will be used to achieve the goal;
Organizing function, namely grouping all the tools, tasks, people and authority that exist for the purpose of fulfilling the plan. The supervisory process is carried out by managers easily by utilizing the organizing function;
Actuating function, namely the whole process of providing work motivation to subordinates in such a way, so that they are able to work sincerely in order to achieve organizational goals efficiently and economically;
The control function which includes processes, methods, procedures, and monitoring of progress and matching planned actions with the results of supervision;

Human Resource Management

Human Resource Management (human resources management) is an activity management which includes utilization, development, assessment, provision of remuneration for humans as individual members of organizations or business companies.

According to Marwansyah, human resource management can be described as the management of everyday human resources in an organization. This is achieved through the recruitment and selection of human resources, human resource development and management of career paths, management of human resource compensation and benefits, management of human resources for occupational health and safety, and industrial partnerships. (Sea, Bagia, Susila, & Pramudi, 2016) According to Desseler, Human

Resource Management is certain knowledge and skills needed by a person to fulfill individual management roles, including recruitment, training, compensation, assessment. (Sutrisno, 2013)

According to Mondy quoted from Amir Syukron, the HR management function is between others:(Syukron, 2014):

HR Procurement

Procurement of HR is an organizational process to ensure having the right number of employees with a variety of adequate expertise to work according to their fields and at the right time to achieve organizational goals.

Development of human resources

Consisting of training and development of the main functions besides that there are activities of individual career planning and development, organizational development, as well as management and evaluation of results.

Provision of Compensation

Includes all rewards given to employees in appreciation of their services.

Occupational Safety and Health

This aspect is important for employees who work in a safe work environment and enjoy good health so that workers can tend to be more productive and provide long-term benefits to the workplace.

Employment and labor relations

An enterprise must recognize a trade union and negotiate with it in good faith if the company's employees wish to have a union for their representation.

Islamic Values

Values taken from the Big Indonesian Complete Dictionary are things that are very expensive, difficult to obtain, and useful for many people. Likewise, Islam comes from Arabic, which contains the words "safe", "peace", and "surrender". Therefore, Islam is based on the concept of self-purification before Allah SWT. (Karim, 2015) Islam is the belief conveyed to the Prophet by Allah (Muhammad Saw). For humans as tools and also absolutely pure laws that are necessary to develop one's way of life and to strengthen one's ties with the Almighty (hablu minannas), the surrounding area is described.

For this reason, a set of rules that function as the identity and flag of a Sharia Institution can be used to represent Islamic values. Life is then a life guide given to humans by Allah SWT. In order for everyone to have a fulfilling life, humanity must attain a higher level of decency, especially happiness, well-being and safety both in this world and in the world. The scope of Islamic values includes 3 (three) aspects, namely creed, sharia and morals which are not separated from one another. (Wasilah, 2015)

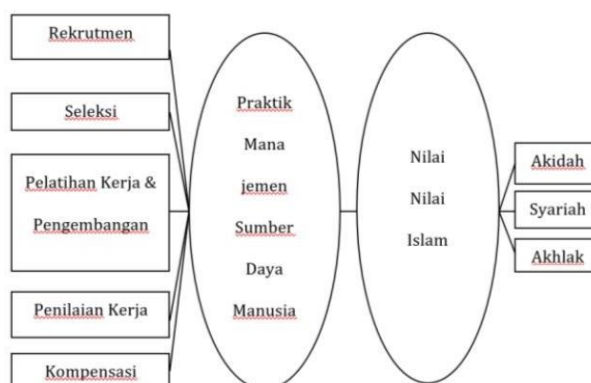


Figure 1. Conceptual Framework for Human Resource Management Implementation Based on Islamic Values

In the research framework in figure 1 above, human resource management practices are explained from 5 aspects, namely recruitment, selection, performance appraisal, training &

development and compensation. As for Islamic values, it can be seen from 3 aspects, namely in terms of faith, in terms of sharia, in terms of morals, the Islamic values in question are the values contained in the Al-Quran.

METHODS

The type of research used in this research is descriptive qualitative research using field research methods (Field Research). Qualitative data were obtained through direct observation, interviews, and archival documents to find out how the Implementation of Human Resource Management Based on Islamic Values Case Studies on BMT Al-Hijrah KAN Jabung Syariah.

The sampling technique used in this research is purposive sampling, namely technique data sampling with certain considerations. The main data source in this study is the Manager of BMT AL-Hijrah KAN Jabung Syariah and Human Resource Management. The entire data obtained will be reduced and arranged into a new form to draw conclusions using a conceptual framework.

To ensure the validity of the data, a triangulation method was used. Triangulation means comparing and checking back the degree of trust in information obtained through different times and tools in qualitative research. The triangulation used in this study includes method triangulation and source triangulation (Purhantara, 2010).

RESULTS

History and Organizational Structure of BMT Al Hijrah KAN Jabung Syariah East Java

East Java Jabung Syariah Agro Commerce Cooperative, formerly known as KUD Jabung, experienced challenges and limitations at its inception. With the limited quality of human resources and the lack of a clear vision, the benefits of the Jabung KUD cannot be felt by members and the community. However, with new leadership and management in 1985, KUD Jabung began to rebuild members' trust with persistent efforts and realistic financial recovery. Through cooperation with banks, sugar mills, the government and sugarcane farmers, KUD Jabung managed to rise and develop its businesses, such as smallholder sugarcane units, dairy cows, as well as savings and loan businesses and shops.

In 1998, the Jabung KUD changed to the Jabung Agro-Commerce Cooperative (KAN Jabung) with a strong determination to make continuous improvements and developments. Through changes in organization and management, KAN Jabung has achieved significant growth and development. Commitment to improving the quality of human resources and management systems is the main focus in improvement efforts. KAN Jabung has won an award as the Best Producer Cooperative with National Achievement in 2007 and 2013. As a learning organization, KAN Jabung continues to make improvements and invest in improving the quality of human resources. One of the significant steps is to involve BMT Al Hijrah KAN Jabung in financial activities to improve people's welfare since November 2012, by eliminating the Savings and Loans unit which was previously in the support division.

Organizational Culture of BMT Al Hijrah KAN Jabung Syariah East Java

In carrying out activities at BMT Al-Hijrah KAN Jabung Syariah, there are several suggestions that can be applied. First, before starting work, it is important to pray and read the Qur'an as a form of hope and request for blessings in carrying out tasks. Furthermore, setting clear and realistic goals for each working day and conducting evaluations after prayer, ensuring that work is carried out consistently and in accordance with the goals set.

In addition, it is important to pay attention to prayer times by stopping all work when the call to prayer arrives and performing the prayer first. This shows commitment in carrying out worship and giving priority to spiritual aspects in daily activities. Furthermore, giving a warm welcome and a genuine smile to everyone who enters the office creates a friendly and

pleasant working atmosphere. This also applies in customer service, where providing the best service with a sense of security and comfort for clients is a top priority. Through good service, it is expected to prevent customer worries or dissatisfaction that can disrupt relations with BMT.

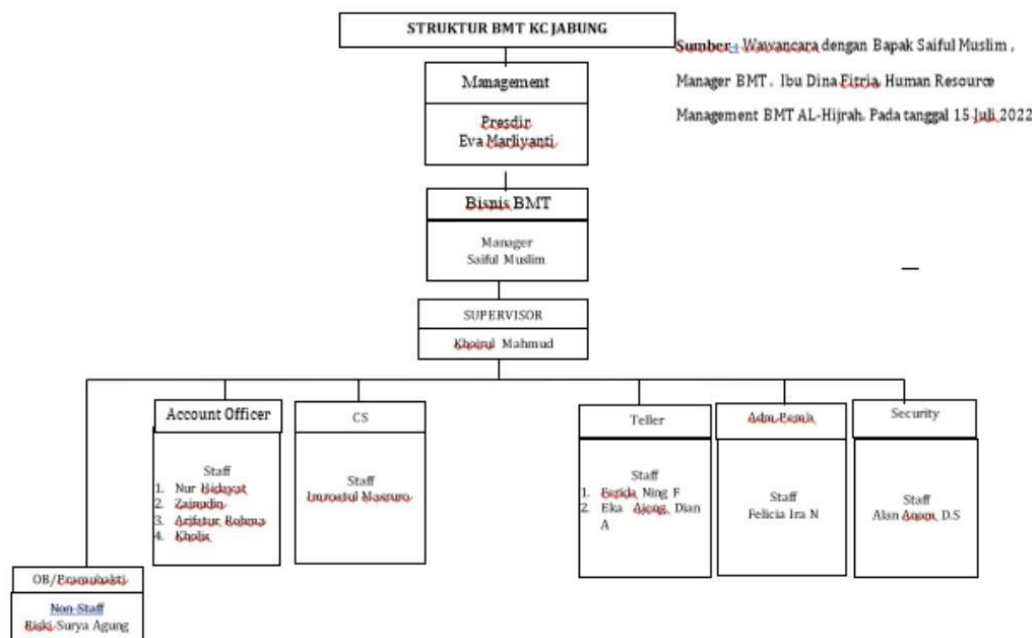


Figure 2. Organizational Structure of BMT Al-Hijrah KAN Jabung Syariah

Functions of BMT Al Hijrah KAN Jabung Syariah East Java

BMT Al-Hijrah KAN Jabung Syariah in East Java has important functions in its operations. First, BMT Al-Hijrah KAN Jabung Syariah plays a role in raising funds from the public, where they can save and deposit their money. Through this collection of funds, BMT Al-Hijrah KAN Jabung Syariah forms surplus units and deficit units to meet the financing needs of customers.

In addition, BMT Al-Hijrah KAN Jabung Syariah also functions as a provider of information to the public. BMT Al-Hijrah KAN Jabung Syariah provides information about the risks, benefits and opportunities that exist in using the services and products they offer. By providing clear and transparent information, BMT Al-Hijrah KAN Jabung Syariah helps the community in making wiser financial decisions and provides a better understanding of the activities and benefits that can be obtained from BMT Al-Hijrah KAN Jabung Syariah.

In carrying out its functions, BMT Al-Hijrah KAN Jabung Syariah partners with several parties, among others: BTN Sharia, BCA Syariah, Muamalat Bank, Bank Panin Syariah, Bank Mega Syariah, EBAD (Umroh and Hajj Institute), Sharia Gem Bank, Puskopsyah, Alkamil East Java, Vauza Mare, and Mabruro (Umrah and Hajj plus).

DISCUSSION

Recruitment of BMT Al Hijrah KAN Jabung Syariah

The recruitment process is an important component in implementing Islamic-based human resource management at BMT AL-Hijrah KAN Jabung Syariah. In interviews with Mr. Saiful Muslim and Mrs. Dina Fitriya, company managers, it was revealed that it is important to recruit employees who are honest and able to carry out their duties according to instructions given by superiors. The recruitment process is carried out through certain tests that are adjusted to the analysis of the needs of new employees, so that the placement of employees can be done properly. The qualifications disclosed, such as honesty, the ability

to read the Qur'an well, appearance in accordance with the Shari'a, and previous work experience, demonstrate the commitment of BMT AL-Hijrah KAN Jabung Syariah in recruiting employees in accordance with Islamic values and company qualification standards.

The recruitment process carried out by BMT AL-Hijrah KAN Jabung Syariah is in line with the theory put forward by Sondang P. Siagian regarding recruitment as a process of finding, finding, and attracting prospective applicants who meet organizational qualification standards. (Siagian, 2008) By disclosing the qualifications must be fulfilled by applicants, the company can obtain a greater supply of prospective employees so that they have a greater opportunity to make selections that suit the needs of the company.

The existence of defined qualifications for each position also shows that BMT AL-Hijrah KAN Jabung Syariah pays attention to the different needs and specifications for each position, especially in the areas of customer service and banking.

In the following explanation of the interview with Mr. Saiful Muslim and Mrs. Dina Fitria:

"Implementing human resource management practices in accordance with Islamic law. It is obligatory to wear a head covering for women who cover their private parts, especially the hands and face, and for free men who specifically pay attention to being polite and neat, as part of the recruitment process."

In the interview, it can be seen that in the Islamic-based BMT AL-Hijrah, human resources are a top priority. In addition to the general requirements in a job application letter, being a Muslim is a mandatory requirement for employees, especially in terms of implementing Islamic values in dress. At sharia institutions such as BMT AL-Hijrah, employees are expected to demonstrate Islamic values in every aspect of life, including dress, so that people can easily identify them as workers in the sharia institution. The employee recruitment process is carried out at the BMT AL Hijrah head office in Jabung, which requires workers to comply with the rules set by BMT management. Wearing clothing that covers the genitals is a form of practicing sharia values and adherence to rules in carrying out daily activities.

The recruitment process carried out by BMT Al-Hijrah KAN Jabung Syariah is in line with Abdurrahman Habanakah's theory which states that BMT leaders must prioritize Islamic principles, including in employee recruitment. In this context, "Sharia" refers to a collection of laws established by Allah SWT and must be followed by Muslims in carrying out various acts of worship in the world. In other words, sharia refers to the path to eternal happiness. Therefore, in employee recruitment, BMT Al-Hijrah KAN Jabung Syariah prioritizes Islamic values, including in selecting employees who reflect the understanding and practice of Islamic law. By prioritizing sharia principles in recruitment, BMT Al-Hijrah KAN Jabung Syariah seeks to carry out its activities based on compliance with the rules of life determined by Allah SWT. (Habanakah, 1998)

Selection

The selection process carried out at BMT Al-Hijrah KAN Jabung Syariah involves three main stages. The first stage is file selection, in which every applicant who meets the recruitment requirements is considered. In the selection of files, it is important to be a Muslim and have an education that is in accordance with the position applied for. The next stage is a written test, which includes knowledge of the basics of Islam, Islamic economics and psychology.

This test is carried out after the file selection and aims to measure the prospective employee's understanding of Islamic principles, especially those related to the law of usury. The last stage is an interview test, where prospective employees will be tested in reading the Qur'an and for male candidates, also tested in carrying out the call to prayer. This test provides an overview of the understanding and practice of the Qur'an in the daily life of prospective employees, as well as provides an overview of the reality of the work to be undertaken.

The selection process is based on Islamic values applied at BMT Al-Hijrah KAN Jabung Syariah in accordance with Islamic principles. In addition to selection methods such as written tests and interviews, there are also special tests conducted for prospective adherents of Islam. Al-Qur'an reading and writing tests are conducted to measure the candidate's ability to read and write Al-Qur'an texts. In addition, the practice of worship is also an important factor in the assessment, to determine the extent to which prospective employees carry out religious practices in Islam. Religious knowledge tests are also conducted to measure prospective employees' understanding of aspects of the Islamic religion that are relevant to the job to be carried out.

In this selection stage, BMT Al-Hijrah KAN Jabung Syariah also applies the selection processes and stages that are commonly carried out in employee recruitment. These stages include preliminary admissions, admissions examinations which include psychological tests, cognitive and performative tests, reference checks, medical evaluations, selection interviews by providers, admission decisions, medical examinations, and induction or orientation. Through this comprehensive selection process, BMT Al-Hijrah KAN Jabung Syariah seeks to ensure that the recruited employees meet organizational requirements and have a commitment to Islamic values which form the basis of the Islamic financial institution.

Training and Development

Employee training and development at BMT Al-Hijrah KAN Jabung Syariah has the aim of increasing the efficiency and efficiency of each employee in the workplace so that they can achieve the goals set. Training is important to improve the mastery of techniques and skills needed to carry out tasks smoothly, consistently and routinely. Meanwhile, development aims to strengthen employee attitudes and personality abilities.

In interviews with Mr. Saiful Muslim and Mrs. Dina Fitria, several forms of employee training and development activities at BMT Al-Hijrah KAN Jabung Syariah were revealed. One of them is the OJT (on the job training) program, which is conducted at the BMT office with direct guidance from a professional instructor. OJT activities last for three months, and if employees pass the training period and show good results, they will take a psychological test and then sign an employment contract. In addition, BMT Al-Hijrah also holds seminars every month with experienced presenters, both internal and external to the company, to develop skills and provide deeper understanding to employees. (Meldona & Siswanto, 2012)

The application of employee training and development at BMT Al-Hijrah KAN Jabung Syariah is in accordance with the theory of Meldona and Siswanto and Anwar Prabu Mangkunegara regarding OJT. The OJT method is training that is carried out by placing employees in real work conditions under the guidance or direction of an experienced person. Training takes place on the actual workplace to learn and apply the job first hand. In addition, the implementation of the seminar is also in accordance with Mutiara S. Pangabea's theory regarding the purpose of the seminar in developing the participants' expertise and ability to provide suggestions and evaluate the opinions of others.

With the training and development of employees, BMT Al-Hijrah KAN Jabung Syariah seeks to improve the quality and effectiveness of the work of employees. Through OJT and seminars, employees can develop their skills and knowledge, and can make a better contribution in achieving company goals.

Table 1. Ram Staff Competency Improvement

	Content	Method	Responsible	Trainee (target)
1	Leadership skill	Training	Internal	All Staff
	Case Study			
2	Customer Orientation	Training	Internal	All Staff
	Group role play			
3	Efektive Comunication	Training	Internal	All Staff
	Role play			
4	Achievement orientation	Training	Internal	Prime Devotion
	Pre-test & Post test			
5	Sharia Accounting	Training	Internal	Operational Staf & Baitul Maal
	Group discussion			
6	Marketing dan selling skill	Training	Internal	Business Staff
	Role play			
7	Financing Analysis	Training	Internal	Business Staff
	Group discussion			
8	Handling Finance Problem	Training	Internal	Business Staff
	Writing test			
9	Administration	FGD	Internal	Operational Staf & Baitul Maal
	Writing test			
10	Profession Ethics	Training	Internal	Security
	Role play			
11	Emergency Responses	Training	Internal	
	Role play			
12	Mitigating Emergency	Training	Internal	
13	ZIS Management	Training		Baitul Maal
14	Tata graha	Internship		Prime Devotion

Source: Field data, 2022

Job Evaluation

The performance appraisal process at BMT Al-Hijrah KAN Jabung Syariah is based on three main criteria, namely Islamic, modern and professional. According to interviews with Mr. Saiful Muslim and Mrs. Dina Fitria, the assessment is carried out every six months and one year by looking at the results and performance achievements of the employees. Islamic criteria refer to obedience in carrying out God's commands and adhering to predetermined ethics. The criteria for professionalism involve focusing on the main processes and services with the right attitudes, responses and thoughts. Meanwhile, the criteria of modernity emphasize innovation, adaptation to change, and open-mindedness. This performance appraisal is important for managers to understand the level of employee productivity and ensure they can carry out their duties properly.

In the interview, Mr. Saiful Muslim and Mrs. Dina Fitria also stressed the importance of discipline and professionalism in assessing employee performance. Through observing employees completing tasks, managers are inspired by their discipline and professionalism. Teamwork between customer service and tellers on the lower floors of the building is also an important factor for work efficiency. Trust and cooperation are values that are emphasized in evaluating employee performance. Thus, the application of performance appraisal at BMT Al-Hijrah KAN Jabung Syariah is in accordance with Wilson Bangun's theory, which includes performance measurement based on work results, quantity, quality, timeliness, attendance, and ability to work in teams.

Compensation

BMT Al-Hijrah KAN Jabung Syariah provides compensation to employees as a form of appreciation and encouragement for their contribution. The compensation provided includes financial compensation in the form of a monthly salary, Religious Holiday Allowance (THR), and bonuses, as well as non-financial compensation in the form of employee health and safety benefits. Bonuses or other rewards are determined based on the achievement of predetermined work targets. In its application, BMT Al-Hijrah KAN Jabung Syariah applies Islamic sharia principles, in which compensation is based on justice and in accordance with Islamic values.

Muhammad Ismail Yusanto's theory supports the implementation of compensation in BMT Al Hijrah KAN Jabung Syariah. Compensation in the form of financial and non-financial provides motivation to employees to improve their performance. Salaries, benefits, bonuses, profit sharing and gifts are forms of financial compensation, while security and health benefits are forms of non-financial compensation.

Table 2. Implementation of Human Resource Management Based on Islamic Values

No	Management HR Processes	Implementation	Islami Values
1.	Recruitment	- Muslim - Proper dressed for woman - Integrity and trustworthy	- Creed - Sharia - Manners
2.	Selection	- Al-Qur'an Test - Test knowledge of religion, Islamic economics, usury law	- Creed - Sharia - Creed - Manners
3.	Training and Development	- OJT - Seminar - Pray before and after doing every job - Monthly recite	- Manners - Manners - Manners - Manners
4.	Performance Assessment	- Islami - Profesional - Modern	- Creed - Sharia - Manners
5.	Compensation	- Health insurance - Salary - THR - Bonus - Employee Safety	- Creed - Sharia - Sharia - Manners - Manners

Source: Processed Data, 2022

Through giving appropriate compensation, it is hoped that employees can work more optimally and make the best contribution to BMT Al-Hijrah KAN Jabung Syariah. The application of Islamic values in human resource management is very important for BMT Al-Hijrah KAN Jabung Syariah. Every aspect of life, including employee recruitment, selection, training, performance appraisal, and compensation, must be carried out with due observance of Islamic values. In Islam, the values of aqidah, sharia, and morals form the

basis for regulating human behavior and actions. By applying Islamic values in human resource management, BMT Al-Hijrah KAN Jabung Syariah seeks to create an Islamic work environment and contribute to the welfare of society.

The main goal of every organization or business is to provide benefits to members of society and achieve its business goals. In this case, BMT Al-Hijrah KAN Jabung Syariah has a mission to run a professional Islamic financial institution, provide quality products and services in accordance with Islamic teachings, and contribute to the welfare of society. In the process of human resource management, BMT Al-Hijrah KAN Jabung Syariah applies Islamic values as a guide for selecting, developing and providing compensation to employees. Thus, BMT Al-Hijrah KAN Jabung Syariah seeks to create human resources that are Islamic and serve humanity well, in line with three aspects of Islamic values: faith, sharia, and morals.

BMT Al-Hijrah KAN Jabung Syariah has implemented Islamic values in every stage of the human resource management process. Starting from recruitment by prioritizing applicants who are Muslim and following the dress code according to the Shari'a, selection with a written test that includes knowledge of Islamic economics and usury law, training and development that involves Islamic-based activities such as OJT, collective prayer and recitation, performance appraisal that based on Islamic principles, to the provision of compensation which includes salary, THR, health benefits, and bonuses based on target achievement. Thus, BMT Al-Hijrah KAN Jabung Syariah has succeeded in implementing a human resource management process that is based on Islamic values as a whole.

CONCLUSION

The results of the study show that the existing management system at BMT Al-Hijrah KAN Jabung Syariah is in line with the management system for the daily operations of the Muslim community in general. This system includes procedures for recruitment, selection, training and development, performance appraisal and compensation, as well as operational management based on Islamic law. Islamic teachings are divided into several categories, including creed, sharia, morals.

In order to achieve the expected goals, there are several suggestions put forward. First, it is important to improve human resource management so that companies can operate properly and with quality. By ensuring human resources are managed efficiently and effectively, companies can reach their maximum potential in terms of performance and productivity. In addition, it is necessary to maintain the process of recruitment and selection of workers who have met the criteria for professionalism at BMT Al-Hijrah KAN Jabung Syariah. This step will maintain the quality of existing human resources and ensure that the company continues to present a quality workforce.

Furthermore, it is hoped that this research can become a basis for other researchers to continue similar studies with different objects and perspectives. By involving new perspectives, the study of human resource management can be enriched and provide a more comprehensive understanding of this topic. Doing further research is also possible

Reveal other aspects that have not been covered in this study, thereby encouraging the development of knowledge and understanding in human resource management. Thus, it is hoped that these suggestions can make a positive contribution to further development in this field.

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