



HRM Practices in Pakistani Organizations: A study in theological Perspective

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ABSTRACT

In an era, where religion dominantly exhibits the vital impact on living and work life, the Pakistani Government is trying to devise an Islamization process nationwide as the mainstream workforce is Muslim. The motivation behind this study is to comprehend, the level to which Muslim employees are acquainted with the Islamic Human Resource Management (HRM) system and its practices. This paper also aims to study the degree to which Islamic organization in Pakistan practice human resource management system based on Islamic teachings and axioms. For the survey, a research questionnaire used for data collection. Islamic techniques of human resource management are substantial for any organization but seldom featured in writings. Islamic human resource management approaches provide managers additional insight to facilitates workforce. In Islamic organizations, either manager is Muslim or not; they must have a clear understanding of what acceptable and unacceptable behaviors of the workforce is. Trustworthiness, honesty, and determination are some examples of expected behaviors from employs, regardless to whom they work for. This paper would be a significant contribution to future studies about human resource management in the Islamic context.

Keywords : Human Resource Management, Islamic values, Organizational practices, Pakistan, worklife

1 INTRODUCTION

To achieve, organizational and individual Goals Human Resource Management (HRM) is a very dynamic job performed in any society and organization to facilitate the most effective use of the people. Human resource holds the organization's backbone. Firms the productivity, reputation, survival, customer satisfaction is affected by employee satisfaction, experience, and compensation. So, HRM must be adequately implemented and monitored to get the outgrowth. In last few decades, Many muslims countries try to re-institute the Islamic doctrine as a way of proclaiming identities, a mechanism to react back against the societal and organizational injustice and political subjugation in cultural societies. Many Muslim countries stretching from Lebanon to South Africa, Indonesia to Pakistan trying their best efforts to re-instate their grounds in the most dialectical way of commercial, social and educational organizational. This research study tries to examin the degree in which organization has infused Islamic fundamentals, and Islamic process of management, mainly in human resource management. There are many western approaches prevalent in Pakistan's organizations besides Islamic values. In Pakistan, multinational companies are more culture-specific. Many nonIslamic international companies share and incorporated Islamic ethics and beliefs like honesty, loyalty, kindness, and hard work. Hrm practices in nation state where Islamic religion plays a dominant part in leading and shaping people's lives mirror of Islamic principles detained by their peoples[1]. Higher learning institution in Pakistan practice English language as a medium of communication, and most of the literature is heavy is based on western theories and moldings. In present scenario research literature in term of Islamic HR is so confined and limited . The most meaningful contribution of this study is that it fulfills the research work gap between Islam and human resource management. This reserch paper explore many aspect of HRM and Islam, in contrast to previous studies in which general Islamic HRM practices discussed. These studies also provide Muslim and nonmuslim, human resource practitioner, to manage their workforce effectively.

Many Muslim practitioners are uninformed if Islamic work ethics and HRM. This paper provides excellent insight for policymakers that embracing Islamic values and Islamic beliefs should fully be implemented in the organization. In the brief Islamic Republic of Pakistan are a

state of four provinces and 3 centralized federal regions situated in the South Asian region, having a landmass of 881,913 Km². The federal capital is Islamabad, and close neighbors countries consist of China, India, Iran, and Afghanistan. The total population of Pakistan exceeding 212,742,631 peoples while 94.6% are Muslims, 1.5% Christianity, 1.5% Hindus and 0.6% are other ethnic groups. As the majority of the population is Muslim, so Islamic beliefs and value system heavily influence their lifestyle and culture. Pakistan's new constitution also stipulates that all law confirms the injunction of Islam laid down in the holy book Quran, and according to Sharia Law[2]. Pakistan is a democratic state ranked as emerging and growth-leading economies of the world. Whether organizations are Muslim-owned or not, there is a visible religious expression in organizations. Employees are given time and prayer rooms to offer their religious chores. It is found that in Muslim owned organization mosque, call for prayer and morning religion sermons are compulsory. In common practice, the company's corporate culture is the medium that creates awareness of Islamic fundamentals among the workforce[3]. Workforces are encouraged to work diligently and urged to keep in mind that they are accountable to one sovereign power of Almighty God for every deed. Organizations set the modest dress code to adhere to Islamic culture for both genders to maintain professionalism. It seems that religious practices among Muslim organizations of Pakistan are highly valued[4]. Islamic Doctrine posits some fundamental beliefs towards progressive Islamic civilization that are: Faith in one supreme power, independent people, strong defense, mastery of knowledge, protection of minority groups and women's, safeguarding of natural resources, environment, and animals, moral and cultural integrity[5].

1.1 Research Objectives

The purpose of this research study is, to explore and analyze the scope to which Human Resource Practices grounded on Islam's fundamentals discerned by different organizations in the Islamic Republic of Pakistan. This paper does not aim to assess the degree of efficacy of the practitioner who practices Islamic practices. This research study also does not seek to estimate the usefulness and productiveness of HRM practices in selected Pakistani organizations.

2 THEORETICAL FRAMEWORK

Religion is a belief in and worship of Supreme Power, having a particular system of faith and conducts. In most countries of the world, the influence of government framework like as Religious beliefs on Human Resource Management officially immersed in the country's laws[6]. These rules lead the workers management system in more precise and clear manners. Laws, guidelines and regulations either be concurrent with individuals privileges like as job security, employment equity, and equal employment opportunity or related to collective rights like bargaining and unionization[7]. Islam signifies religion as social order and a way of life which aims at producing a unique personality and distinct culture for society [8]. Performing vital HRM roles in congruence with religious guiding principals mentioned in the sacred textbook of Islam. Quranic teachings refer to the equitable distribution of wealth in society and encourage humanity to get acquainted with technology, skills, and knowledge to get a high living standard[9]. The key functions of HRM comprised in this paper are as follows:

2.1 Recruitment Process is a formal procedure used by organizations to shortlist, select, and appoint most suitable and qualified candidates for the job opening (either permanent or temporary), in a timely and cost-effective manner[10]. The objective of the recruitment process is when a vacancy comes up, the company needs to locate and encourage the potential job incumbent to apply for the anticipated job opening[11]. In most organization, this responsibility carried out by the personnel Management Department[12]. The Hiring procedure should be performed impartially. Management must make staffing decision carefully in order to guarantee the appointed incumbent is top qualified for stated job. On account of this, Islamic faith entails that individual who is accountable for this job must be devout and just[4]. An administrator or supervisor must complete sacred duties such as zakah prayer, fasting, and he/she must be a faithful follower of other pillars of Islam[13]. Its because to guarantee that the hiring process should be carried out impartially and fairly with all candidates. An overall conviction is that, a devout and pious individual have a tendency to be more legit and truthful. Though, research conclusions on this conviction is not consistent. Weaver debated in numerous research paper [14]. There is no distinctive difference between spiritual and non-spiritual person in term of conduct or behavior like untrustworthiness and deceiving found[15]. A devout manager would like to have to know about the requirement that job opportunity offer carried out having fear of God and considering as an obligation[16]. An individual perceived as a pious in Islam who acts according to the commandments of God, works exemplary, keep oneself away from abhorrent and destructive acts[17]. Hence, a sincere manager is desired to be prepared about the recruitment methods and other HR Functions in accordance to Islam. Its mandatory for Companies to clearly explain realities and actualities about the employments of the candidate. Employers requirements must incorporate the prerequisites of the employment, the conditions for the job holder and remuneration to be rewarded. This type of information is significant for the candidates so they can analyze the job appropriateness according to their aptitude, interest, and capability. Job incumbent should not allocate a task that is excessively hard and troublesome. They shouldn't be asked to perform any duty beyond their capacity[18]. Prerequisite of the job such as job specification and task requirements practiced during the era of last Prophet (PBHU), in selecting the administrative persons for the management positions[19]. Considering the remuneration, pay and fringe benefits must be explained to the job applicant.

2.2 Selection in Islam Indicated by Hashim, is one of the most entangled errands in any organization. In fact, numerous probable incumbents apply for the position in specified time. Hence, managers every so often confronted with multiple job candidates to select from for screening[20]. More ever, Favoritism, preference, and nepotism influence the selection process. Indicated by Budhwar, the Quranic standard of eligibility for a vacancy is the required legitimate merit and competence for it [21]. Islam focuses on significance of the skill and trustworthiness of an applicant subsequently, other than these pre-necessities individual couldn't be proficient.

In Islam, selection process required to do on following individual principals. The primary belief is justice. In selection process justice is to put the right person in the right place. According to Islam says, “try not to designate them (officers) by virtuous or favoritism or preference[22]. These two qualities reflect unjust play and unfairness”. After that, selection based on competency and honesty is mandatory[23].

2.3 Performance Evaluation referred to as a prescribed structure of setting Goals, performance review, evaluation, discussion, and development of the employee. Information acquired from appraisals procedure provide the beginning for pay setting, advancement and promotion decisions[24]. Performance Appraisal plays a vital role in administrative decisions and in performance management[25]. It helps in rectifying failures and emphasizing exceptional output of the employee as performance. Hence, it is beneficial for decisions related to career development. Islamic doctrine has a definite system of payments and penalty in worldly life and the Hereafter.

Islam has clearly describes the tidings, good news reward, and punishment system through revelation in holy book of Islam.

Islam is actually base on normative instructions. The normative monarchy is stated in Quranic verses. It could be convene into four groups: self control, self assesment, mutual benefit responsibility and the evaluation of performance in life hereafter[26].

2.4 Performance & Career Development is a program that helps the workforce to learn and develop specific skills and knowledge to improve performance in their current positions so that they will be more productive for the organization. Productively will help to the attainment of the individual and organizational Goals[27]. According to Islam, a person’s key requirement for being a representative of supremepower on this planet is Knowledge[28]. According to quran more worthy vicegerent are those who are noticeable in expertise[29]. The most training program in Muslim worlds intensively rely on western procedure and techniques, with no adequate endeavors to despite their cultural and social suitability and heavily rely on theory at the expense of Application[25]. Islamic training and development are widely inclusive[30]. It Starts from the ethical and spiritual growth of a human being and after that physical advancement of individual[31]. Training and development additionally ought to be conducted to upsurge faith in God[32]. Knowledge a training s undoubtedly related. Islam proposes training and development enhance aptitude, education, and skills of human resource to expended levels[33]. The reason for any direct and indirect remuneration is to motivate all the workforce at a level so that they work efficiently and effectively.

2.5 Reward & Compensation policy is necessary to recognize the employee’s productivity and performance. Islamic doctrine stresses that employees ought given satisfactory and adequate remunerations for services and work. Reimbursement is just more than that the base pay of an employee[34]. There are different types of compensation monetary and nonmonetary ways are used to compensate the human resource. The remuneration should base on amount and quality of work, needs, necessities, requirements and the overall financial condition of the society. Islam entirely forbids the forced and coercion. Instead of that, Islam strictly commands that full compensation should given which already negotiated[35]. Muslim companies in modern era embraced the western practices for compensation that often infringes the equity issue of the of a compensation system which appreciated in the early years of Muslim status [36].

3 METHODOLOGY

3.1 Research Scope

The purpose of this reserch study is to examine the level to which Islamic organizations in Pakistan Practice Human resource management function based on Islamic fundamentals. This research paper does not try to assess the usefulness of Human Resource Management practices. This papers aims to assess the degree of efficacy of the practitioner who practices those practices.

3.2 Sample and Data Collection

The data for this study are collected from eight widely recognized Islamic organizations of all sized in Pakistan. Six of the organizations are from the textile industry, while two organizations are in the financial and banking business. We communicated human resource departmets by email. A formal letter of request sent to participants to contribute in this study. The formal letter of request discribed a purpose about the research work and a promise to show their verdicts with full secrecy of the participants and the companies. 150 Muslims respondents were selected from various positions to represent each organization. Functionary approached the Human Resource Management of the Islamic organization and request permission to distribute the questionnaires to collect research information. The questioner used by functionaries as an instrument to collect the research data. In this research, an Islamic organization is those who are owned by Muslim persons or having a significant share in the organization.

3.3 Instrumentation

The nature of the research is explorative; the self-developed questioner used and the instrument designed founded on the understanding of the *Quranic* verses and Hadith. The self developed Instrument like questionnaires were used to get data on the contextual bakground and Human Resource Management functions amongst the selected Organizations. The information seeked related to: understanding of human resource Management based on Islamic pricipals among the workforce of the organizations, history, name, and nature of the organization’s proprietorship. The instrument comprises of the different management aspects including training and development, compensation, recruitment, selection, and performance management practices. Seven points Likert-type scale was used to access the extent to which each activity in the questionnaire is being practice in their organization. A questionnaire pilot test conducted before the final information collection method was applied, and the results are as below in Table 1.

TABLE 1. A
PILOT TEST
FOR ALL THE
VARIABLES

Variables for HR Practices	Reliability Coefficient
Recruitment	0.763
Selection	0.857
Performance Appraisal	0.893
Training & development	0.890
Compensation	0.816
Islamic Human Resource Management	0.924

4 DATA

ANALYSIS

After the collection of actual data, a reliability test was conducted for internal consistency purposes. After analysis of 50 items, the reliability coefficient was 0.924. After that, another reliability test for each of the human resource management functions was conducted. Each function includes 10 investigating questions. After checking their reliability, factor analysis was done for each of the functions. If the factor analysis generates factors more than two, then the maximum reliable element is selected between these items to determine the human resource management functions and practices in the following study. As mentioned below, the recruitment segment describes that 10 questionnaire items are related to the notion of what means the organizations hire new workers? The coefficient of reliability for the recruitment section is 0.763. After that, a statistical method called factor analysis was used on each of the 10 questions to assess variability among variables. This statistical analysis generated one factor. As that factor was reliable, so we selected it for study. After that, a similar method was used in the selection function. For ten questions, 0.857 was the reliability coefficient in the selection part. Factor analysis generated one reliable factor. All of these ten queries were used for further analysis. In the same way, factor analysis was done for the performance appraisal section. This analysis generated three factors, and the most loaded and reliable first factor was selected instead of factor number two and three. A reliability analysis was performed on the 10 items, and it gave a value of 0.923 as the reliability coefficient. In the interim, similar factor analysis was used and it generated two factors. Factor 1 was carefully chosen in the training and development function as it was the most reliable than the second factor. And 0.836 was the reliability coefficient. Factor analysis was again used in the compensation function, and the coefficient value of 0.815 for one factor was produced. For individual factors, descriptions of each question were finalized and used for the measurement in this study, as shown in Table 2.

Table1: Factor Analysis for HRM Practices variables Related to Recruitment

Questionnaire items	Loading items
My organization makes sure the person who is administering the recruitment process is the devout Muslim.	0.737
My organization notifies the applicant about the job specification and particulars	0.789
My organization evaluates the applicant's competency and skills	0.876
Does your organization notify the interviewee about the compensation they will get?	0.745
The extent to which necessary information about the organization and job is revealed to you?	0.847
Is your organization an equal opportunity employer for everybody to apply for a vacant position?	0.546
Does your organization practice Islamic methodology while hiring the candidate?	0.498
Does your organization hire a person who is competent, skilled, and honest?	0.527
Do you hire a potential applicant with full honesty and responsibility?	0.445
Does your organization practice Islamic principles in the recruitment process?	0.556
Eigen Value	4.451
Percentage Variance	34.543
Reliability	0.763

Table1: Factor Analysis for HRM Practices variables Related to Selection

Questionnaire items	Loading items
Your organization recruits only capable and skilled persons	0.856
Your organization practices Islamic standards for criteria	0.736
Your organization considers awareness of Islamic principles as a significant criterion in choosing the applicants	0.706
Your organization will reject a capable person if found that candidates are not good Muslims	0.754
Your organization accepts as real a good Muslim will be a good member of staff	0.892
Does your organization practice Islamic methodology while hiring the candidate?	0.709
Does your organization hire a person who is competent, skilled, and honest?	0.657
Do you hire a potential applicant with full honesty and responsibility?	0.699
Does your organization practice Islamic principles in the recruitment process?	0.657

	0.634
Eigen Value	5.078
Percentage Variance	52.374
Reliability	0.857
Table1: Factor Analysis for HRM Practices variables Related to Performance Evaluation	
Questionnaire items	Loading items
Employees' performance measured daily in your organization	0.735
A fair performance evaluation system established for all employees in your organization	0.786
Your organization does not practice any biased behavior or nepotism while assessing the employees' performance	0.812
An impartial reward system practiced in your organization based on their performance	0.876
In your organization, Justice, and fairness in evaluating the employees' performance is practiced	0.897
Your organization practice Islamic methods for appreciating and reviewing employee's performance	0.756
Trustworthy is an essential criterion for a worker in this organization	0.709
knowledgeable is an essential criterion for a worker in this organization	0.756
Any job benchmark performance is established	0.657
Before performance appraisal?	
Is there any issues and conflicts arise between employees after performance evaluation and reward system done?	0.557
Eigen Value	5.876
Percentage Variance	55.789
Reliability	0.923

Table1: Factor Analysis for HRM Practices variables Related to Training and development	
Questionnaire items	Loading items
My organization focus on improving one's performance	0.726
Does your organization arrange Islamic training programs for personnel often	0.798
Does your organization inspire employees to seek out knowledge	0.786
Does the organization focus on job training and development	0.712
Does training programs promote in this organization seriously?	0.709
Does your mentor clear your doubts concerning the topic?	0.657
Are you using the skill and knowledge learned through the training program?	0.456
Does training programs motivate you?	0.384
Does your trainer possess the necessary skills to make training effective?	0.854
Do you consider training and development programs increase efficiency and performance employees?	0.756
Eigen Value	4.578
Percentage Variance	53.786
Reliability	0.836

Table1: Factor Analysis for HRM Practices variables Related to Training and Development	
Questionnaire items	Loading items
Does the organization compensate you according to Islamic rules?	0.723
To what extent cheating punished in this organization	0.789
Does your organization inspire employees to seek out knowledge	0.734
Does the organization focus on job training and development	0.756
How often the salary structure reviewed in your organization?	0.557
Does your organization have Islamic criteria to measure progression in the job grade?	0.387
Does your company provide the health insurance program?	0.456
What number of paid leaves offered to You by company per year?	0.478
As per Islamic rules, does your organization pay attention to "cost of living increments"?	0.786
Does the organization offer any incentive plans as per Islamic teachings?	0.756

Eigen Value	3.987
Percentage Variance	40.97
Reliability	0.815

Table2. Factor Analysis for HRM Practices variables

5 FINDINGS

A sum of eight Organization took an interest in this research (Table3(a)). These organizations have their workplace branches situated in different areas in Pakistan. The proportion of workers in these branches were somewhat intermediate to huge. While the workforce capacity is ranging from not as much of 150 workforce to more than 500 workers (Table3(b)). In this investigation, 109 of participants were working in those organizations which are entirely owned by Muslim owners while 41 participants were from organizations owned by the majority of Muslim. However, respondent were acquired from different branches of these organizations. The division of participants from each organization shown below in table 3(c). A sum of 82 respondents were aware of the Islamic human resource management practices, 71 of them work in the companies that are 100% owned by muslims; while 56 participants were not sure about it. 9 of the participants who work in the companies that are 100% owned by muslims, not acquainted with Islamic human resource management practices. The discriptions of distribution showed in Table 4.

After the fator analysis conducted , every single item within in each factors were computed. The purpose of computation is to study the level by which islamic approaches are being executed in the selected organizations. The participants were requested to specify the extent by which each of the practices in the instrument are being executed and implemented in their organisations by forming a likert sacle of seven-points.

Table 5 demonstrate that organisations of the participants has implemented the Islamic principals of the human resource management in all the areas. The average mean scores for each of the functions of the human resource is more than 5.00 excluding islamic recruitment and appraisal functions. Selection has the maximum mean score among all of the human resource function that is 5.327. The comulative mean score of all of the functions is 5.080. Which actually exhibits that the Islamic Human Resource approaches grounded upon Islam’s doctrine and notion has normally implemented and practiced in the designated orgnizations.

TABLE3. (A) ORGANIZATION IDENTIFICATION (N=150)

Organization Identification	Frequency	Percent	Cumulative Percent
Valid			
ORG1	28	18.7	18.7
ORG2	25	16.7	35.4
ORG3	23	15.3	50.7
ORG4	21	14	64.7
ORG5	15	10	74.7
ORG6	14	9.3	84
ORG7	13	8.7	92.7
ORG8	11	7.3	100
Total	150	100.0	

TABLE3. (C) TYPE OF OWNERSHIP (N=150)

Number of Employees	Frequency	Percent	Cumulative Percent
Valid			
<100 employees	2	1.3	1.3
100-200 employees	23	15.3	16.6
200-300 employees	33	22.0	38.6
300-400 employees	20	13.4	52
>400 employees	72	48.0	100
Total	150	100	

TABLE3. (B) NUMBER OF EMPLOYEES (N=150)

Type of ownership	Frequency	Percent	Cumulative Percent
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100 % of Muslim owned	109	73	73
majority of Muslim owned	41	27	100
Total	150	100	

TABLE 4. AWARENESS OF ISLAMIC HR BY TYPE OF OWNERSHIP

Are you Aware of Islamic HR practices				
Type of ownership	Yes	Not Sure	Not Aware	Total
Valid				
100 % Muslim owned	71	29	9	109
Majority of Muslim owned	11	27	3	41
Total	82	56	12	150

TABLE 5. MEAN CORE OF ALL ISLAMIC FUNCTIONS

Scale : 1 – never; 2 – very rarely; 3 – rarely; 4 – occasionally; 5 – frequently; 6 – very frequently; 7 – all the times

		N	Min	Max	Mean
Valid	Recruitment	150	2.40	6.00	4.914
	Selection	150	3	7	5.327
	Performance	150	2.20	7	4.827
	Trining	150	3	7	5.189
	Compensation	150	2.20	7	5.146
	Islamic HR				5.080

6 CONCLUSION

This paper inspects the degree to which Islamic organization in Pakistan practice the functions of HRM in Islamic perspective, and to find regardless of whether Muslim employees in Pakistan know about the Islamic human resource management practice byes. This research uncovered that almost more than 50 % respondent aware of Islamic HR while 37 % of respondent were unclear about the HRM practices of Islam. It perhaps, since workers don't comprehend the fundamental contrast between Islamic HR and non-Islamic HR Practices. Islamic organization in Pakistan usually more frequently practice the Islamic HRM. In spite of the facts, it is normal that these are Islamic organizations, overseen by Muslims, they hire Muslims workforce and work with goods and services related to Islamic lifestyle. This research study has imperative inferences to human resource management disciplines because it condenses the information gap in area of HRM. Islamic fundamentals of HRM functions are crucial, however, infrequently featured in the writings. This paper will be a vital point of reference for upcoming work in the field of Islam's human resource management. One more practical aspect for the human resource personnels is that it serve as an overview to HRM functions in islamic point of view. It's a preliminary effort to give personnels with alternate approaches for supervision of individuals effectually. Human resource professionals who are muslims and working in Islamic organizations, it is crucial for them to be aware of and as well as practice the Islamic approach in managing and overseeing the workforce. As stated by the Islamic dictums have vital impact in contracting, conflict management, and workforce layoffs.[37]. Additionally, these days, Muslims personnel represent a massive proportion of entire labor force in Pakistan. Work force will value this method since it match with their opinions and convictions. The portion of the employees also exists who does not follow the Islam's fundamntl principal, and they don't carry the task as expected, instead exploit the administration by giving religious justifications. As regards to this, HR professionals whor are not muslims will take advantage from this investigation as this study will provide them a superior comprehension of the adequate behaviors expected from the Muslim workforce in working environment. For the true Muslims, to be completely forthright, reliable, and determined to struggle for the best are some acceptable behaviours required at workplace. This research work presents that Islam's human resource management is more tolerant and pertinent.

7 LIMITATIONS

This research study has a few confines and limitations, as well. One and only impediment is small, however sufficient sample size. In present study, Researcher tried to incorporate just eight organization. In every organization, not so sufficient participants contributed in this study. In forthcoming research might need to incorporate a greater sample size. Greater sample size will help to make the finding more precisely generalized the world's immense population. Information could acquired from numerous organizations, and additional workforce from different hierarchy levels and religious convictions can incorporated as a future respondent. It would intrigue additionally to know more about the distinctive approaches in Human Resource Management between Islamic and not Islamic organizations. Using interviews and surveys techniques, upcoming investigation could access the connection of Islam's Human Resource Management and other pertinent components. Having Expressed that, the next research might try to determine the impact of islamic HRM approaches on employees productivity, employee's job satisfaction, fulfillment and other hierarchical factors such as loyalty, efficiency, organizational responsibility, and productivity.

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