HUMAN RESOURCE DEVELOPMENT BASED ON SPIRITUALITY IN ISLAMIC FINANCIAL INSTITUTIONS

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Abstract
This article reviews the model of human resource development (HRD) based on spirituality as its main focus within Islamic Financial Institutions, specifically the KSPPS under the Association of Islamic Cooperatives of NU Members (ASKOWANU) in Jepara. The model applied in human resource development incorporates the dimensions of workplace spirituality, which include meaningful work, sense of community, and alignment with organizational values. These three dimensions form the construct variable of spirituality in the workplace. Meaningful work is at the individual level, sense of community is at the group level, while alignment with organizational values is at the organizational level. By implementing these three aspects, companies or organizations will gain not only material but also immaterial and spiritual benefits. The method used in this research is qualitative with a descriptive analysis approach, where the researcher examines the phenomena occurring in the research object. The study concludes that, in general, Islamic financial institutions have already implemented spirituality-based human resource development, but it has not been effective. Therefore, strategic steps are necessary to implement these three aspects operationally within the institution/organization.

Keywords: Human Resource Development, Spirituality, and Islamic Financial Institutions

1. INTRODUCTION

As time goes by, world civilization continues to experience development. Civilization is closely related to progress, intelligence, culture, and people’s behavior in life. The development of civilization that has occurred to date is caused by various very complex factors. Regarding civilization itself, it may experience a setback and then rise again. Modernization and globalization are also factors that support a civilization that can change to be better than before. The development and advancement of science also accompany these changes. The thing that then needs to be considered is whether these various factors can lead to something good or vice versa. The role of religion is very important in this matter. Likewise, Islamic perspectives continue to develop and play many roles in the development of world civilization.

Spirituality has become a prominent topic among management practitioners and academics. According to Milliman et al. (2003), the theme of spirituality gained focus at the end of the 21st century, supported by opinions from Shellenbarger (2000), Conlin (1999), and Gunther (2001). This topic has made headlines in leading business magazines in the United States, such as Business Week and Fortune. Mitroff and Denton (1999) define workplace spirituality as follows: “Workplace spirituality involves the effort to find one’s ultimate purpose in life, to develop a strong connection to co-workers and other people associated with work, and to have consistency (or alignment) between one’s core beliefs and the values of their organization.”

Indeed, the theme of spirituality has developed at the end of the 21st century. Initially, the issue of workplace spirituality faced much criticism and opposition. Experts in the field of organization and management viewed that rationally managed organizations, without involving emotional and spiritual dimensions, were capable of achieving work effectiveness. However, this view gradually changed.
Various studies have proven that spirituality plays a significant role in achieving organizational effectiveness (Peristiwo, 2015).

Robbins (2006: 745) argues that organizations with a culture of workplace spirituality have advantages and are among the leading organizations. Examples include South West Airlines, Hewlett-Packard, and Tom’s of Maine, which are companies that possess advantages and organizational effectiveness. It is now undeniable that workplace spirituality is crucial in organizational development and change. Several factors trigger the emergence of the theme of workplace spirituality, including: Spirituality serves as a balance against workplace stress. The desire to integrate personal life values with professional life. A deep search for the significance of faith in life, enabling one to find meaning in work that consumes a dominant portion of their time.

Organizations that implement workplace spirituality recognize that every individual has spiritual and religious needs, and thus strive to meet and satisfy these needs. Organizations implementing workplace spirituality acknowledge that individuals have mental and spiritual dimensions, seek meaning and purpose in their work, and strive to be part of a community. Milliman et al. (2003) classify the dimensions of workplace spirituality into meaningful work, sense of community, and alignment with organizational values. These three dimensions form the construct variable of workplace spirituality. Meaningful work is at the individual level, sense of community is at the group level, while alignment with organizational values is at the organizational level.

The dimension of meaningful work explains and illustrates how a worker interacts with and views their job. This aspect indicates that work is not only driven by interest or as something challenging to undertake. More deeply, meaningful work relates to the extent to which an individual in their job seeks something more important in the pursuit of finding meaning or purpose in life, living their dreams, expressing deep life needs through searching, finding the importance of work, and contributing and benefiting others (Ashmos and Duchon, 2000; Fox, 1999; Neal 1998 in Milliman et al., 2003).

The sense of community dimension relates to how a worker establishes relationships with their colleagues. Ashmos and Duchon (2000) state that the sense of community dimension includes deep relationships with others. Meanwhile, the alignment with organizational values dimension is the congruence between the values held by individuals and the mission and goals of the organization. This alignment also implies that managers and employees have compatibility, share a conscience, and that managers care about the well-being of their subordinates and the organization.

As part of an organization/company, ASKOWANU, as an Islamic financial institution, needs to apply the principles of workplace spirituality in its work environment. This is necessary to enhance employee performance.

2. METHODS

The type of research used in this study is qualitative research with a descriptive analysis approach. Qualitative research is based on postpositivist philosophy and is used to study natural conditions of the object (as opposed to experiments), where the researcher acts as the key instrument. In this research, sampling of data sources is done purposively and using the snowball technique, with data collection using triangulation (a combination of methods), and data analysis is inductive/qualitative in nature. The results of this research emphasize meaning rather than generalization.

This study employs a descriptive analysis approach aimed at describing current conditions. Descriptive research assesses and reveals problems as they are (das sein), in accordance with the reality.
in the field. In descriptive qualitative research, the research report includes quotes of data (facts) uncovered in the field to support what is presented in the report. The purpose of this research is to generate and obtain descriptive data in the form of written data obtained after conducting the study on the implementation of spirituality-based human resource development in Islamic financial institutions.

3. RESULTS AND DISCUSSION

In social science, there are figures such as Yaqut Ibn ‘Abdullah al-Hamawi who discusses the science of the earth, Abu ‘Abdullah Ibn ‘Abdullah Ibn Yusuf al-Hawai al-Tanji Ibn Battuta who discusses the social science of the earth, and historians such as Muhammad Ibn Ishaq, Muhammad Ibn Jarir Abu Ja'far al-Tabari and other figures. These various social sciences have also had a great influence on world civilization until now. In general, the development of human resources (HR) in ASKOWANU still adheres to the existing principles of organizational management. Additionally, specific criteria are used in recruiting employees, such as the ability to read the Qur'an, and routine religious study sessions are held to enhance the employees’ spirituality, fostering a positive attitude towards work.

In any organization, human resources are essential for its operation. Whether the organization is an institution or a company, HR development is crucial in fulfilling the tasks and responsibilities of the organization. HR development can be defined as activities conducted by a company or organization over a certain period to improve the skills and abilities of its human resources within the entity, ultimately increasing the overall productivity of the organization. Moreover, the goal of HR development is to bring about positive changes in employees’ attitudes. Therefore, a dedicated HR development division is necessary in a company to assist employees in developing their personal characteristics. This development also aims to equip employees with organizational skills. Typically, this development starts with the onboarding process, followed by providing courses and seminars for employees. Additionally, tools should be provided to assist employees in their work and other activities.

A successful company usually has robust HR development because this entails providing business knowledge to employees, which in turn leads to good performance. It is essential to note that the HR development division plays a role in the onboarding stage, where all new employees must be trained by this division before starting their jobs. Besides training, they are also provided with important knowledge about the company. In implementing HR development strategies, the primary focus is on education and skill development. However, the HR division also emphasizes loyalty in work. The HR development model applied in a company should prioritize three aspects: individual/personality, group, and organization. These three aspects must complement each other. In the application of human resource development strategies, the primary focus is on providing education and skill development. However, it is not limited to that; the HR division also teaches about loyalty in work. Here are some strategies for human resource development:

a. Providing Rewards to Employees:

Rewards can be seen as recognizing achievements or accomplishments by employees. These rewards can come in many forms, such as salary increases, gifts like cars, or other types of recognition. The goal of providing rewards is to motivate other employees. It is hoped that many employees will be inspired to contribute better to the company’s development. An example of such a contribution could be having high presentation skills, which makes it easier for other companies to collaborate due to the excellent presentation skills of one employee.
b. Organizing Training Programs:
   Another strategy for human resource development is organizing training programs for employees. These training programs can include various types such as skill training, retraining, creativity training, cross-functional training, and team training. Skill training is aimed at developing the skills possessed by each employee, while creativity training is aimed at nurturing the creativity of the company's employees. Team training focuses on teaching teamwork.

c. Providing Opportunities to Express Ideas:
   The first strategy is to give every employee the opportunity to share their ideas. These ideas could include the design of future products for the company. Employee ideas should be heard and considered if appropriate. If the company approves these ideas, it can lead to new and attractive products or services, increasing the company's potential profits and making employees feel valued. Consumers will also benefit from having more product or service options.

In principle, the HR development model applied in a company should emphasize three aspects: Individual/Personality, Group, and Organization. These three aspects should complement each other.

Functions of Human Resource Development for Business

After understanding the strategies for effective HR development for a business, the next step is to understand the functions of HR development within a business entity. By paying attention to all human resources within the organization, the business will certainly become better and of higher quality. Here are some functions of HR development for business:

a. Increasing Productivity:
   HR development can increase employee productivity. Employees may be able to create new variations of products offered by the company, providing consumers with more options.

b. Reducing Product Damage:
   Employees with developed skills through training can reduce product damage, enhancing their work quality.

c. Efficient Work Processes:
   HR development programs train employees to work accurately and without mistakes, ensuring efficient work processes.

d. Enhancing Leadership Skills:
   Leadership skills need to be trained and are not always innate, even in leaders. These skills should be possessed by all employees through leadership training, benefiting both individuals and the organization as a whole.

e. Improving Customer Service:
   Good service is important for customer satisfaction. HR development helps employees improve their service quality according to standards.

f. Creating Good Morale:
   Good morale, such as discipline, punctuality, and loyalty to work, is essential. HR development helps employees adopt these attitudes.

g. Increasing Compensation:
   Compensation or wages can be increased if employees show improvement in their work quality. Spiritual-based HR development in Islamic financial institutions is a comprehensive and effective approach to enhancing work quality, employee satisfaction, and overall organizational productivity.

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fields believed that rationally managed organizations without involving emotional and spiritual dimensions were capable of achieving work effectiveness. However, this view gradually changed. Various studies have shown that spirituality plays a significant role in achieving organizational effectiveness. It is now undeniable that workplace spirituality is crucial in organizational development and change. Several factors contribute to the emergence of the theme of workplace spirituality, including:

a. Spirituality serves as a balance against workplace stress,

b. The desire to integrate personal life values with professional life,

c. A deep search for the significance of faith in life, enabling individuals to find meaning in work that consumes a dominant portion of their time.

Organizations that implement workplace spirituality recognize that every individual has spiritual needs, and they strive to meet and satisfy these needs. These organizations acknowledge that individuals have mental and spiritual dimensions, seek meaning and purpose in their work, and strive to be part of a community.

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4. CONCLUSION

The Importance of Spirituality in HR Development:

Spirituality plays a crucial role in achieving organizational effectiveness and advancing organizational development and change. A spiritual approach in HRD helps create more skilled, loyal, and positively attuned employees. Effectiveness of Spirituality-Based HRD in Islamic Financial Institutions: The implementation of spirituality in HR development at Islamic financial institutions like ASKOWANU is ongoing, but there is room for increased effectiveness. Strategic steps are needed to integrate meaningful work, a sense of community, and alignment with organizational values into the organization’s operations. Contribution to Productivity and Employee Satisfaction: Spirituality-based HR development not only enhances productivity but also improves employee well-being and satisfaction. Companies that successfully implement spirituality-based HRD tend to have good and sustainable performance.

5. RECOMMENDATIONS
Islamic financial institutions should adopt HRD strategies that prioritize the development of workplace spirituality. A holistic approach is needed, encompassing education, training, and activities that reinforce spiritual and organizational values. Thus, spirituality-based HR development in Islamic financial institutions is a comprehensive and effective approach to enhancing work quality, employee satisfaction, and overall organizational productivity.

REFERENCES


