



## The Role of Islamic Values in the Formation of Corporate Culture and Human Resource Performance in Business Organizations

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### Abstract

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*The role of Islamic work values in a business organization is very helpful for managers in supervising and managing the organization will be neatly arranged. From increasing job satisfaction, it will ultimately result in good performance. However, if an employee in the organization does not get a good arrangement, it will affect satisfaction, so that as a result of this dissatisfaction, employees tend to behave negatively at work. . This article aims to find out how the role of Islamic work values in shaping work culture and improving HR performance in an organization. The research conducted is descriptive qualitative by using literature studies and describing the results of previous research in order to obtain additional discussion for analysis of the discussion. The results of this study explain that Islamic work values play a role in making human resources work optimally because they have goals in the world and the hereafter. Islam as a perfect religion, has a set of rules that can be used as a guide in the world including in improving human resources in all fields including business and organizational activities.*

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### Introduction

In today's increasingly complex global business competition contains both opportunities and challenges that will be faced in an organization. The opportunity can mean as an external potential that can be utilized by an organization to

continue to innovate in a business, while the challenge is an obstacle that has the potential to slow down performance achievement for the business organization (Nasikhah, 2021). The long-term sustainability of an organization can be predicted or viewed from share values. Concepts in business strategy that emphasize the importance of inputting social problems and needs in designing organizational strategies. In facing these opportunities and challenges, one of the things that is done is to form a cooperative environment both between business organizations and between countries (Rahman, 2018). This share value is something that is closely related to core values, namely the noble values used in company operations. The process of selecting these values will then develop dynamically, to determine the performance of employees owned by an organization, some organizations carry out assessments or include spiritual values as the basis for core values. One of the spiritual values adopted and developed by several organizations to improve employee performance is adopting Islamic spiritual values as organizational culture (S. A. R. et. al. Harahap, 2019).

Islamic organizational culture plays an important role in shaping the attitudes and behaviors of individuals within an organization. Behaviors characterized by Islamic organizational culture result in better corporate performance (Nasikhah, 2021). A consistently persisting organizational culture can be used as a determinant of an organization's long-term success. A company's organizational culture contributes to the success of the organization. To get the most out of an organizational culture, an organization must instill the same values in all its employees. Working together to live the same values and culture creates a sense of belonging and confidence for all employees (Yuni and Azizah, 2022). Human resource management can be used as a competitive advantage for an organization, especially if the company has expertise that can support the organization's business strategy. A company's culture consists of the values, beliefs, and understandings shared by its members and employees (Syafri, 2017).

This culture can also be the patterns of thinking, feeling, and reactions that guide organizational members' decisions and other activities. This increase in job satisfaction ultimately leads to better performance. However, if employees within an organization do not receive appropriate treatment, it will affect their satisfaction level, and employees tend to take negative actions within the workplace out of their dissatisfaction (Nasikhah, 2021). Management that takes place within an organization begins with development and integration and ends with agreements related to the implementation of a work culture in each function of the organization. When done correctly, management ensures that employee needs are met and increases employee job satisfaction. Islam, as a perfect religion, has a set of rules that can be used as a guide in achieving happiness in this world and the hereafter. These guidelines do not only focus on worship but also regulate the issue of *muamalah*. Islamic guidelines in *muamalah* or business activities relate to everything that is permitted and not permitted (Mustaqim, 2016). In this research, the researcher tries to discuss the role of Islamic values in the formation of corporate culture and human resource performance in a business organization.

## RESEARCH METHODS

The research is library research, and its main method is research that collects materials by reading periodicals and other forms of materials, or commonly referred to as literature research (Hadi, 1990). In this approach, researchers briefly discuss human resource management to improve the Islamic perspective of employees and other related areas.

## 1. Data Source

The data source used in this study is a documentation method that uses mental data of HR in business organization, particularly primary and secondary data in the field of Sharia management. Journal primary data on human resource management.

## 2. Collecting Data Technique

Data collection techniques in the form of documentation techniques that retrieve data about things and variables in the form of notes, books, newspapers, magazines, inscriptions, meeting minutes, agendas, etc (Arikunto, 2002). By researching a number of literature (library research), then sorting it out by prioritizing the excellence of the researcher.

## 3. Data Analysis

When analyzing data, researchers use qualitative data analysis techniques, that is, data that cannot be directly measured or evaluated numerically. Content analysis techniques are used as one of the approaches (Nata, 2001). This analysis is a research technique used to develop formulas for drawing conclusions by systematically and objectively identifying specific features of messages within a text (Nawawi, 1998).

## RESULT AND DISCUSSION

### a. Understanding Organizational Culture

Discussing organizational culture is an important thing to do and learn. By studying, we can see the true nature of organizations. By knowing the position of the organization compared to other organizations, we can ascertain and discover the weaknesses and strengths of our business organization. Organizational culture is a foundation implemented by a group of members of an organization who have previously studied and believed in the correctness of these patterns of assumptions as a means of completing tasks and various problems related to the organization's internal and external activities (Piliyanti, 2016). Apart from that, it also teaches this organizational pattern to new members as a way to recognize organizational problems, think and express problems. They consider themselves part of the organization. Organizational culture also controls decision-making, behavior, and ultimately the overall performance of an organization. Organizational culture unites employees within an organization and is part of employee commitment to the organization. Based on the above definition, organizational culture is the set of values, norms, beliefs, and opinions held and believed by the members of an organization, and this culture gives the organization its style and becomes its customs and traditions (Rijal *et al.*, 2019).

#### - Islamic economics and business values

The values taught by Islam are based on the Qur'an and hadith. As the main source of the Koran and the second source is the hadith. Islamic values that are guided by the Koran cover all aspects of life. Islamic values are essentially a collection of life principles, teachings about how humans live their lives in the world, each principle is interrelated and forms a unified whole that cannot be separated. Islamic values are part of the material values that are realized in the reality of spiritual and physical experiences (Rijal *et al.*, 2019).

One of the values applied by Islamic business is nature which is an acronym for *shidiq*, *amanah*, *tabligh*, and *fathanah* (Syamsuri and Harahap, 2019). Apart from the intuitive nature of organizational culture, these characteristics must also reflect Islamic values such as how to dress, getting used to congregational prayers, and so on. The principles of work ethics and management in Islam come from the Qur'an and the practices of the Prophet Muhammad. Many verses of the Qur'an state about justice and honesty in business matters, and trying to do work that is good and profitable for individuals, organizations and society (Umam, 2016). In Islam, cooperation in making decisions is through consultation and deliberation. Islamic management principles are a source that should be used as a work basis for every manager. The values and types of managers who apply Islamic values are as follows (Syamsuri and Harahap, 2019):

- a. Assertiveness
- b. Deliberation
- c. Openness
- d. Deep understanding of organizational goals

Every business organization definitely has goals that must be achieved, to achieve these goals many things are needed both in terms of human resources and other things (S. S. A. R. Harahap, 2019). If an organizational culture is not able to play a role in directing HR orientation in an organization, then the organization will face a serious threat in the form of a decline in HR performance, which will have an impact on a decline in the organizational performance of a business. Islamic values that can be developed to make an organization able to survive in the business world are as follows (Yasir, Maulida and Jasmi, 2022):

- 1) Sincerity, which means carrying out an obligation to the maximum and doing it as best as possible.
- 2) Togetherness, where if an organization does not create a sense of togetherness then this will be troublesome for the organization's leaders
- 3) Sacrifice, where it is impossible for an organization to grow well if someone relies on each other's think.

- Characteristics of Islamic organizational culture

There are five characteristics of Islamic organizational culture that can improve organizational performance, namely as follows (Yasir, Maulida and Jasmi, 2022):

- a) Work is one of the implementation of human functions as caliph. As Muslims, we should realize that humans were created as caliph in the world, who are able to direct human deeds that are able to create goodness and benefit on this earth.
- b) Work is worship, which originates from the function of Muslims as caliph in the world and brings *rahmatan lil alamin* so that a Muslim is responsible for managing the contents of the earth and everything. Therefore, the process of managing the earth is important to meet life's needs. Working is a form of worship as a Muslim, working is the same as self-actualization. Islam recommends the work process considering the importance of the production process which can produce sources of wealth.
- c) Work with the principle of benefit. Which means that an employee in carrying out his work process is not solely looking for profit to accumulate wealth assets. Working is not solely because of the economic profits obtained but also how important the benefits of these profits are to the wider community.

- d) Work by optimizing reasoning abilities. An employee must use his mental abilities and professionalism in managing resources. Therefore, the production factors used in carrying out the production process are unlimited, so that an employee can optimize his abilities.
- e) Work with confidence and optimism. When carrying out work, Islam recommends that you be sure that everything you do in accordance with Islamic teachings will not make your life more difficult.

The basic attitudes of organizational culture that must be possessed by a company or organization that refers to *akhlaqul karimah* are as follows (Hakim, 2016):

1. *Siddiq*, which means being honest with yourself, other people and Allah SWT.
2. *Istiqmah*, being firm, patient and wise.
3. *Fathanah*, professional, disciplined, obeys regulations, works hard and is innovative.
4. *Trustworthy*, full of responsibility and mutual respect and carrying out duties.
5. *Tabligh*, is to educate, develop and motivate other parties to improve their function as caliphs in the world.

## **B. Islamic values in organizational culture**

Organizational culture is formed by a set of values believed by all members in an organization. Islam as a source of values also has values that can be used to form a strong organizational culture. Values in an organization are needed to bind managers and everyone in the organization to become a unified whole. For a Muslim manager who is tasked with running an organization, the values that are considered the most correct are the values that originate from the teachings of his religion, namely Islam. Several values that are considered important in forming a Muslim's mentality in organizing are sincerity, congregation, and trust. In detail, these three values relate to organizational culture which will be explained as follows (Husni and Puadi, 2018):

- Which is the basic attitude of a Muslim whose actions are carried out solely to seek Allah's approval. A Muslim is said to be sincere if he carries out all his obligations to the maximum without the intention of being praised, appreciated, or wanted to be seen by others. Work is also part of the act of worship if done sincerely. Apart from forming a work ethic, sincerity will also prevent someone from being greedy and stingy because someone who has a sincere heart will not be fixated on wealth. A common thing that happens is when someone loves the world's treasures too much, which will result in crimes in the economic sector.
- Trust is a value that must be found in Islamic organizational culture. Trust is an attitude of responsibility towards the tasks given or in other words wanting something to be in accordance with the provisions. In an organization, a management concept is very important, because basically every organization holds duties and authority regarding organizational performance. So this attitude of trust will make the holder of responsibility carry out their duties with full responsibility.

In an organization, honesty is a commendable attitude that is required. An honest Muslim always applies and bases all his actions on the values and teachings of the Islamic religion. Between actions and words are always consistent, therefore Allah always commands us to be with honest people (Yuni and Azizah,

2022). In the world of work, honesty is applied in the form of sincerity, accuracy of promises, reporting, and service, admitting shortcomings and weaknesses or not covering them up and avoiding disgraceful actions. In an organization, a work culture that has an Islamic character can be implemented in the form of solidarity between members of the organization (Hofstede, 2010). If an organizational culture has been formed, then a family atmosphere will be created by itself. The relationship between subordinates and superiors, fellow employees is not like a stiff formal relationship, but more like a warm family relationship.

The things that must be done to create a family atmosphere in an organization are as follows (Tumanggor *et al.*, 2022):

1. Carry out the rights of fellow Muslims, namely when they meet each other they say hello, if they are invited to an event they come, if someone is sick they want to visit.
2. Give each other advice.
3. Connecting relationships.
4. Hold reconciliation and reconciliation if a problem or relationship breaks down.
5. Helping each other and helping each other.
6. Avoid disgraceful behavior in interactions.

An organization requires its own mechanism to maintain the culture that develops within the organization to continue to grow and run. In this case, organizational leaders should emulate what the Messenger of Allah did when coaching his friends so that the friends have extraordinary qualities. These are as follows, first, exemplary leadership, a strong organizational culture must be created and socialized by a leader, and second, with *Istiqomah* (Ramdani Harahap and Ghozali, 2020) as the most perfect creature of Allah among others, one must be consistent in implementing and practicing the values well despite facing various challenges and temptations. And the last one is *Tabligh* which is an image that invites and gives an example to other parties to implement the values that are carried out in everyday life.

### **C. Ethics and Basic Principles in Islamic Business Management**

When conducting business or a business, there are at least several ethics that must be the basic principles in business management, namely as follows (Maleha, 2016):

1. Having a spiritual personality, as a Muslim you should be instructed to always remember Allah, even in a busy atmosphere carrying out an activity. Realizing the things that must be priorities that have been determined by God. All business activities must be in accordance with the main morality and values outlined in the Qur'an.
2. Behaving kindly and sympathetically, in social interactions and cooperation, good behavior and good manners are the basic foundation of good behavior. This characteristic is of high value in covering all sides of humans.
3. Be fair in doing business, in Islam it is forbidden to do business with elements of injustice and requires justice to be applied in every business contract.
4. Serve and be humble. An attitude of service and humility is the main attitude that a businessman must have, without this attitude it means he is not a businessman at heart.

5. Keeping promises and not cheating, keeping promises or trusting are the main characteristics and attitudes that a Muslim must have. Meanwhile, cheating is an attitude that Allah really hates. Because this characteristic is a characteristic that often appears when running a business.
6. Honest and trustworthy, honesty is something that must adorn sharia business management in every step it takes.
7. Not liking to be prejudiced, Islam strictly prohibits business actors who have negative prejudices against other business actors and are only motivated by business competition.
8. Don't like to speak ill of things, this is one of the diseases of the heart that business people must avoid.
9. Do not take bribes, bribery is a haram act and includes consuming other people's property in a false way. Giving a certain amount of money with the intention of gaining unilateral profits from a business.

#### D. Islamic work culture in forming employee performance

Developing a work culture that is carried out will provide benefits, both for oneself and the work environment where an employee is located. The benefits of having a work culture for employees themselves are that it provides opportunities to play a role, achieve, self-actualize, gain recognition, appreciation, a sense of belonging and responsibility, broaden horizons and improve the ability to lead and solve problems (Haryanto, 2017).

Human resources are one of the key factors of a business, it can be seen that no matter how good the technology is, no matter how much capital the business has, if the quality of the people is not good then the business will not be able to survive for long. Basically, in a business organization a human resources function is needed which aims to provide and prepare a workforce that suits business needs (Mas'ud, 2017).

قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ ۖ إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ . قَالَ إِنِّي أُرِيدُ أَنْ أُكْرِمَكَ  
 إِحْدَى ابْنَتَيَّ هَاتَيْنِ عَلَى أَنْ تَأْجُرَنِي ثَمَانِي حَجَّجٍ ۖ فَإِنْ أَتَمَمْتَ عَشْرًا فَمِنْ عِنْدِكَ ۖ وَمَا أُرِيدُ أَنْ أَشُقَّ  
 عَلَيْكَ ۚ سَتَجِدُنِي إِنْ شَاءَ اللَّهُ مِنَ الصَّالِحِينَ ۙ

One of the two women said: "Yes, my father, take him as a person to work (for us), because indeed the best person you hire to work (for us) is someone who is strong and trustworthy". He (Shu'aib) said: "Indeed I intend to marry you to one of my two sons, on the basis that you work with me for eight years and if you complete ten years then that is (a kindness) from you, so I do not want to and you, God willing, will find me among the good people". (Al-Qashash (28): 26-27)

Based on the verse above, we can understand that the Al-Qur'an has provided basic provisions in the management of human resources and work relations which include the rights and obligations that people have.

Benefits of workplace culture for organizations include improved cooperation between individuals, groups, and work units, improved coordination among individuals, integration, synchronization, harmony, effective dynamics, and creativity within the organization. This includes creating a good working

environment. Enhance communication between employees and improve the performance of human resources within your organization. Every organization is constantly striving to improve productivity so that its employees can survive, grow, and gain greater trust from those outside the organization. Employee productivity is determined by the success of your organizational culture. The success of an organization is not determined solely by the success of its management principles. There are also factors that determine the success of an organization in achieving its goals in the form of organizational culture, which helps to carry out management well (Schein, 2004).

## CONCLUSION

From the explanation above, it can be concluded that the teachings given by Islam provide a moral obligation for every adherent to try as hard as possible to carry out everything that has been ordered, both in terms of life and in organizations. So that Islamic values must be applied in organizational or corporate culture, namely organizing which means carrying out human functions as caliph in the world, work is worship, work must be accompanied by the principle of benefit, work must optimize the ability of reason, work and so on.

In an organizational culture, Islamic values have begun to be applied to run the wheels of the organization. Organizational culture is the implementation of the values held by the people of an organization. Organizational culture is also an ideology which states that an organization is a product of social interaction which is influenced by all members of the organization. A superior organization is characterized by the number of innovations it produces, which is determined by the organizational culture that each business has. In Islam, management acts as a function of activities that are coordinated according to principles originating from the Qur'an and Hadith.

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