

Intan Charadina Putri¹
Muafi

THE IMPACT OF SELECTION, TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE MODERATED BY ISLAMIC PRINCIPLES AT MAGELANG ISLAMIC HOSPITAL

Abstract: The purpose of this study is to examine and analyze selection, training, and development on organizational performance moderated by Islamic principles at Magelang Islamic Hospital. Data collection is done through interviews with 3 respondents and through questionnaires based on 5-point Likert scale where the distribution uses a sample of 113 employees who are jobholder in the hospital. This research is a census research and the questionnaires that fulfills the requirements is only 95 questionnaires. The analytical test tool is SmartPLS v.3.0 with SEM (Structural Equation Modeling) analysis method. The results of this study found that employee selection does not have a positive and significant impact on organizational performance, employee training and development has a positive and significant impact on organizational performance, employee selection has a positive and significant impact on organizational performance moderated by Islamic principles, and employee training and development does not have a positive and significant impact on organizational performance moderated by Islamic principles.

Keywords: Selection, Training and Development, Islamic Principles, Organizational Performance.

1. Introduction

Islam is the majority of religions in Indonesia. The application of Islamic religious principles is very flexible in all aspects of life as well as in the economy, Islam strongly rejects a trade process with the existence of usury in it in accordance with the verses in Al Qur'an published by Cordoba and interpreted by El-Qurthuby et al (2015) letter 3rd verse 130 which contains " O believers! Do not you eat usury (riba)

by multiplying and fearing of Allah for you to be succesful." This shows that Islam has set limits for humans so as not to fall prey to satanic whispers that lead to evil. According to Dhar (2017) by applying Islamic human resource practices, organizations will try to seek mercy from Allah, then by having mercy from Allah we will not only get benefit in the world only but in the hereafter also. Applying Islamic values in the practices of human resources, this can improve the improvement of the human resource practices system, as stated by

Razimi et al (2014) where the inclusion of Islamic values and guidelines in the human resource system will have the potential to increase its value because religion and human resource management systems focus on humans and their behavior. In the research conducted by Rana and Malik (2017), the results show that the practice of human resources has positive results on organizational performance, then after being moderated by Islamic principles the results remain positive.

According to Bohlander (2011) human resource management activities involve a variety of things including analyzing the company's competitive environment and designing work so that the company's strategy can be successfully implemented so that this, in turn requires identifying, recruiting, and selecting the right person for jobs; training, motivating, and assessing these people; develop a competitive compensation policies to defend them, and care for them to lead organizations in the future and on the list. In this study the researchers wanted to examine the impact of human resource practices: selection, training and development of organizational performance by moderating Islamic principles that would be carried out on Islamic-based companies. The research object researched by researchers is one of the Islamic-based hospitals in the city of Magelang, namely the Magelang Islamic Hospital (RSI). The observations in the field contained practices of Islamic principles at the RSI carried out by RSI employees, as well as nurses having to say "Assalamu'alaikum" first when entering room. Then when the nurse will carry out nursing activities for example bathing the patient, inserting a syringe or intravenous needle to the patient's nurse must first begin by reciting "Bismillahirrahmanirrahim" and ending it by reciting "Alhamdulillah rabbil alamin". Therefore this is a trigger for researchers to further examine how the effects of human resource practices on

organizational performance moderated by Islamic principles.

This shows that the RSI has implemented the practices of Islamic principles in its system, but thus the researcher wants to find out more about whether Islamic principles are related to human resource practices on organizational performance? Is it really true that Islamic principles are really applied by the RSI? Do Islamic principles moderate the practices of human resources on organizational performance? Can Islamic principles moderate the practices of human resources on organizational performance? Therefore this is a trigger for researchers to further examine how the influence of human resource practices on organizational performance is moderated by Islamic principles.

2. Literature Review

2.1. Selection and organizational performance

Selection according to Hussain and Rehman (2013) and Razimi et al (2014) is a decision process that aims to select the most suitable applicants from existing applicants for a job, where the selection process is a process of reducing the number of candidates generated through the recruitment process by selecting individuals according to relevant qualifications Amin et al (2014).

The things that must be considered in selecting employees according to Amin et al (2014) are (1) the head of department and registration assistant participating in the selection process. (2) the system in the selectors must be very scientific and thorough. (3) valid and standardized test processes are used when needed in the selection process. (4) selecting employees who have the knowledge, skills and attitudes needed by the company. Then the process of selecting and recruiting employees according

to Ilhami (2015) has stages, namely: (1) arranging who will carry out the selection (2) advertising the required work specifications (3) the process of sorting the registrants (4) interviewing prospective employees (5) selection decisions of prospective employees (6) acceptance of work to those who have been selected.

According to Abutayeb and Al-Qatawneh (2012), resource practices are very important, but the most important is organizational performance that depends on the performance of selected employees. Therefore the company must choose employees with skills and abilities that are in line with the company's needs to improve organizational performance.

The research conducted by Farouk et al (2016) states that Selection of Organizational Performance has a positive and significant effect, then the mediation of the Organizational Innovation produces positive and significant results and the interaction effects of the Innovation strategy on Selection are significant and positive. The research conducted by Moamer and Elhwaij (2016) shows that the results in this study have a positive and significant influence between Selective hiring and behaviour and attitude towards Organizational Performance. as well as the research conducted by Amin et al (2014) which gave results that Recruitment and Selection had positive and significant results on Organizational Performance.

H1: There is a significant and positive effect of employee selection variables on organizational performance.

2.2. Training and development and organizational performance

Employee training is aimed at modifying individual skills or attitudes (Herold and Fedor, 2003). Training also contributes to the development of positive dispositions towards the growth and change of

individuals and groups and teams (Paul, 2009a). Quresh et al (2010) by providing training programs that are suitable for academic needs and support staff are very helpful for universities to manage employees efficiently which helps universities to continue to improve employee skills. Recalling the increasingly complex tasks and skills needed in modern society, developing strategies effective training is very important, namely training that improves the performance of the employee's task that is overlooked plays a role in improving overall organizational performance (Mackelprang et al., 2012; Millar and Stevens, 2012).

Employee training according to Amin et al (2014) things to note are: (1) Training needs are identified through a formal performance appraisal mechanism. (2) New knowledge and skills are given to employees to work in teams. (3) There are formal training programs that set new employees with the skills they need to do their jobs. (4) Attend training programs every year. (5) Training requires a recognized, useful and strategy-based business strategy. (6) An extensive training program for employees reflects a variety of qualities. Employee training and development is expected to result in increased corporate value, operating performance and growth (Rana and Malik, 2017). Because the level of highly skilled and competent workforce can contribute to the success of the company by developing a comprehensive and internally integrated human resource management system (Beh, Han Loo, 2013).

Research conducted by Beh and Loo (2013) has produced research in which Training and Development has a positive influence on the Performance organization. Research conducted by Mehmood et al (2017) has produced research where there is a significant and positive relationship between Training and Perceived Organizational Performance. Research conducted by Naveed et al (2017) has produced research where there is a significant and positive

relationship between Training and Development with Perceived Organizational Performance.

H2 : *There is a significant and positive effect of employee training and development variables on organizational performance.*

2.3. selection and performance

Organizational moderated by Islamic principles

If every human being who obeys of Allah commands and steers clear of his prohibitions and applies the Al Quran as the foundation of his life, he will receive a reward from Allah in accordance with the practices that they have lived in accordance with the word of Allah in the Qur'an. to 7 verses 42, *"And those who believe and do good, we will not burden someone but according to their ability. They are the inhabitants of heaven, they will abide therein"*. This can be analogical that when a company wants to find employees to be placed in a job in the company, the company must select employees who have the criteria according to their job needs. In accordance with his research, Ilhami (2015) explained that the criteria of workers in Islam are dedicated, committed, hard-working, trustworthy, dedicated, loyal and disciplined. There are several criteria for employees in Islam, namely Ilhami (2010): (1) Dedicated (2) Commitment, (3) Hardworking, (4) Trustworthy (5) Dedicated (6) Faithful and (7) Discipline.

According to Shalleh and Muhammad (2012) things that must be considered in applying Islamic principles in a company are: (1) having knowledge (2) governing good and forbidding bad (3) trust (4) justice (5) syura (consultation) (6) brotherhood (7) has moral and ethical behavior (8) responsible (9) muhasabah (accountability) (10) motivation. Then these principles will be able to be a guide or benchmark for companies to select employees that are in accordance with the needs of the company which will later produce organizational

performance. According to Moamer and Elhwaij (2016) organizational performance can be seen from any angle based on the objectives of several researchers who have studied the effects of human resource management practices on various forms of corporate performance which include; employee turnover, productivity, efficiency and financial performance, customer satisfaction, absenteeism, turnover, productivity and quality.

What is done by Rana and Malik (2017) results in research where there is a significant and positive impact between the selection of organizational performance with a positive moderation by the application of Islamic principles. Research conducted by Ilhami (2015) resulted in research where there was a positive and significant impact between selection and recruitment of organizational performance. The impact on organizational performance is higher than the level of implementation. This shows that Islamic human resources practices are better than conventional perspectives in producing higher organizational performance. The research conducted by Dhar et al (2017) proves the results of the study with a positive and significant impact between the selection of organizational performance. By applying Islamic practices, organizations can try to seek Allah's pleasure. Having Allah's pleasure, Muslims will not get achievements in this world but in the hereafter too.

H3: *There is a significant and positive influence of employee selection on organizational performance in moderating Islamic principles.*

2.4. Training and development and organizational performance moderated by Islamic principles

The Holy Al-Qur'an is a holy book which is a guideline for every aspect of human life as stated by Razimi et. al (2014) that the topic of the Al-Qur'an is 'Human Beings' and

mostly includes guidelines on aspects of daily life from human life. Therefore if a Muslim applies the principles of Islamic principles in all aspects of his life activities, what he will get is the infinite mercy of Allah and even the heaven that Allah promised. In the Qur'anic verse Qurthuby et al (2015) verse 7 to the 3rd to 5th verse Allah says "Read, your Lord is the most noble", "Who teaches (man) with a pen", "He teaches man with what he didn't know." Clearly the word of Allah explains that when humans do not recognize a thing which is good for human beings and which is bad for them Allah alone teaches humans so that humans behave well not exceeding limits and always on a straight path to reach Allah heaven. Just like when an employee occupies a job but the employee lacks competence in the job, then the employee must be trained according to the composition of the work so that the work he will carry out is carried out properly.

Therefore according to Paauwe and Boselie (2005) describing the three major organizational performance variables in human resource management are financial outcomes including profit, sales and increase in market share, then organizational outcomes include productivity and efficiency while HR-outcomes include the impact of attitudes and behaviors such as commitment. In order for employees to have the attitudes and behaviors desired by the company, then when training and development of employees is carried out, it covers Islamic principles where employees need to be trained and instilled in the company employees according to Shalleh and Muhammad (2012). Intention (Niya), (2) Fear of Allah (Taqwa), (3) Kindness and care (Ihsan), (4) Justice (Adl), (5) Trust (Amana), (6) Truth (Sidq), (7) Self-improvement (Itqan), (8) Seriousness (Ikhlas), (9) Consultation (Shura), (10) Patience (Sabr).

The research conducted by Ilhami (2015) which proves that there is a significant and

positive influence between training and development on organizational performance and moderated Islamic principles. Research conducted by Rana and Malik (2017) results in research where there is a significant and positive impact between selection of organizational performance in moderation by the application of Islamic principles. Research conducted by Dhar et al (2017) proves the results of the study with the positive and significant impact of training and development on organizational performance. By applying Islamic practices, organizations can try to seek Allah's pleasure. Having Allah's pleasure, Muslims will not get achievements in this world but in the hereafter too.

H4: There is a significant and positive effect of employee training and development on organizational performance in moderating Islamic principles.

3. Research Methods and measurement

This study uses quantitative research methods. With data collection is done through interviews with 3 respondents and through questionnaires based on 5-point Likert scale where the distribution uses a sample of 113 employees who are jobholder in the hospital. This research is a census research and the questionnaires that fulfills the requirements is only 95 questionnaires. The analytical test tool is SmartPLS v.3.0 with SEM (Structural Equation Modeling) analysis method.

The number of items and sources of the questionnaire items can be explained as follows: 1) 4 items for selection referenced from Amin et al (2014). 2) 6 items of questionnaires for training and development referenced from Amin et al (2014). 3) 11 items for organizational performance refer to Amin (2014). 4) 9 items for Islamic principles refer to Sarwar and Bugre (2013).

4. Analysis Result

4.1. Convergent Validity on the outer model

Validity and reliability criteria can also be seen from the reliability value of a variable and the value of Average Variance Extracted

(AVE) of each variable. Variables are said to have high reliability if the composite reliability value above 0.7 and AVE is above 0.5. Based on Table 1. it is stated that all variables meet composite reliability because the value is above the recommended number, which is above 0.7, which has fulfilled the reliable criteria.

Table 1. The value of AVE, Composite Reliability, Cornbach Alpha

Construc	AVE	Composite Reliability	Cronbachs Alpha
Organizational Performance	0,549	0,915	0,895
Islamic principles	0,535	0,872	0,825
Training and development	0,613	0,886	0,842
Selection	0,896	0,945	0,884

From the analysis results obtained that as many 30 of the overall items, as many as 23 have values greater than 0.5, and as many as 7 item have values below 0.5. From the results of the analysis as listed in Table 2, it shows that the value of the loading factor has above 0.5 in 3 item.

Table 2. The value of exogenous selection construct loading factors

Construct	Item Code	Loading Factor
Selection	S1	0.128
	S2	0.823
	S3	-0.744
	S4	0.773

Table 3 The value of exogenous constructs loading factors Training and Development

Construct	Item Code	Loading Factor
Training and Development	P1	0,806
	P2	0,081
	P3	0,576
	P4	0,763
	P5	0,821
	P6	0,898

Table 4 The value of loading factors for exogenous constructs of Islamic principles

Construct	Item Code	Loading Factor
Islamic Principles	PI1	0,822
	PI2	0,653
	PI3	-0,535
	PI4	0,177
	PI5	0,722
	PI6	0,782
	PI7	0,671
	PI8	0,670
	PI9	-0,153

From the results of the analysis as listed in Table 4 shows that the value of the loading factor that has above 0.5 is 5 Items, and there are variables below 0.5. From the results of the analysis as listed in Table 5, it shows that all the loading factor values have above 0.5 as many as 9 items and there are 2 items below 0.5. Based on the results of re-estimation of loading factors in table 7, the value of items produced by the constructs of Selection, Training and Development, Islamic Principles, and Organizational Performance have met the standard convergent validity value because all factors are more than 0.5. thus, it can be concluded that all constructs are valid.

Table 5 The value of exogenous construct loading factors Organizational performance

Construc	Item Code	Loading Factor
Organizational performance	KO1	0,882
	KO10	0,791
	KO11	0,471
	KO2	0,777
	KO3	0,843
	KO4	0,585
	KO5	0,701
	KO6	0,548
	KO7	0,588
	KO8	0,798
	KO9	0,498

Table 6 The value of exogenous construct loading factors for all variables after the indicator test

Construc	Kode Item	Loading Factor
Selection	S2	0.945
	S4	0.948
Trining and Development	P1	0,802
	P3	0,598
	P4	0,784
	P5	0,804
	P6	0,897
Islamic Principles	PI1	0,847
	PI2	0,696
	PI5	0,737
	PI6	0,782
	PI7	0,693
Organizational Performance	PI8	0,612
	KO1	0,888
	KO10	0,749
	KO2	0,806
	KO3	0,833
	KO4	0,589
	KO5	0,711
	KO6	0,590
	KO7	0,631
	KO8	0,805

4.2. Discriminant Validity on the outer model

Based on Table 7 the value of cross loading in each construct has a value of more than 0.5. this shows that the manifest variable in this study has correctly explained its latent variables and proved that all items are valid.

4.3. Composite Reliability on the outer model

It can be seen on the Table 1. that all variable values in reliability testing using composite reliability have values above 0.7, and testing validity using AVE with a value of more than 0.5. Therefore, it can be concluded that the variables tested are valid and reliable, so that structural models can be tested.

4.4. R- Square (R^2)

The results of the R-Squares in Table 10 show that the R-Squares value of organizational performance is 0.675. This value indicates that this value indicates that the variables of selection, training and development and Islamic principles influence the organizational performance variable of 67.5 percent. And the rest is influenced by other variables outside the variables in this study.

Table 9. R-Square

Item	R Square	R Square Adjusted
Organizational Performance	0,692	0,675

4.5. Evaluation of Structural Models (Inner Model)

Inner model, which is the specification of the relationship between latent variables (structural models), The structural model was evaluated using R-square for the dependent construct.

Table 7 Cross Loading Value

Item Code	Organizational Performance	Islamic Principles	Training and Development	Selection
KO1	0,888	0,693	0,502	0,268
KO10	0,749	0,580	0,335	0,165
KO2	0,806	0,592	0,363	0,162
KO3	0,833	0,775	0,549	0,414
KO4	0,589	0,519	0,449	0,292
KO5	0,711	0,376	0,258	0,082
KO6	0,590	0,402	0,165	0,135
KO7	0,631	0,325	0,178	0,064
KO8	0,805	0,673	0,591	0,366
P1	0,404	0,525	0,802	0,708
P3	0,209	0,304	0,598	0,549
P4	0,449	0,380	0,784	0,459
P5	0,488	0,625	0,804	0,453
P6	0,497	0,568	0,897	0,688
PI1	0,636	0,847	0,386	0,349
PI2	0,688	0,696	0,529	0,380
PI5	0,425	0,737	0,444	0,463
PI6	0,515	0,782	0,475	0,512
PI7	0,561	0,693	0,662	0,452
PI8	0,490	0,612	0,230	0,149
S2	0,300	0,460	0,709	0,945
S4	0,306	0,533	0,642	0,948

Table 10 Results t Statistics

	Relations between variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O-STDEV))	P Values	Conclusion
H ₁	Selection-> Organizational Performance	-0,150	-0,147	0,093	1,609	0,108	H ₁ is rejected
H ₂	Training and Development -> Organizational Performance	0,274	0,257	0,111	2,476	0,014 *	H ₂ is accepted
H ₃	Selection-> Organizational Performance moderated Islamic Principles	0,320	0,320	0,110	2,902	0,004 *	H ₃ is accepted
H ₄	Training and Development -> Organizational Performance Moderated Islamic Principles	0,093	0,061	0,115	0,807	0,420	H ₄ is rejected

*=signifikan <0,05

5. Discussion and implication

5.1. Employee Selection of Organizational Performance

Hypothesis 1 test results that the relationship of the selection variable to organizational performance has a t-statistic value of 1.609 with a value of two tailed 1.96 on the significance level of 5 percent where the criteria mean that the criteria for the t-statistic must be 1.96. The original sample value is -0,150 which means that there is a negative influence on the selection variable on organizational performance.

From these results it can be concluded that hypothesis 1 **is rejected** which means that there is no positive influence on selection on organizational performance. No effect means that the higher or lower the value of the selection will not affect the value of organizational performance, and vice versa. based on the results of interviews with informants, it shows that the selection process at the RSI is not yet in line with the standards, before 2015 prospective employees were selected not in accordance with the standards they should. But after 2015 prospective employees were selected according to standards, but in this study employees who went through a selection process that was in accordance with the standards did not enter the sample because they were not yet being a jobholder employees in the organization. The new policy carried out by the RSI is expected to improve organizational accreditation.

5.2. Training and development on organizational performance.

Hypothesis 2 test results that the relationship between training and development variables on employee performance has a t-statistic value of 2.476 with a value of two tailed 1.96 on a significance level of 5 percent

where the criteria mean that the criteria for t-statistics must be > 1.96 . The original sample value shows 0.247 which means that there is a positive influence on training and development variables on organizational performance. From these results it can be concluded that hypothesis 2 is **accepted** which means that there is a positive influence of training and development on organizational performance.

The results of this study are in line with the research conducted by Beh and Loo (2013) which has resulted in research in which Training and Development has a positive influence on the Performance organization. Then the research conducted by Mehmood et al (2017) has produced research where there is a significant and positive relationship between Training and Perceived Organizational Performance. Research conducted by Naveed et al (2017) has produced research where there is a significant and positive relationship between Training and Development with Perceived Organizational Performance.

Training aims to provide employees and new employees with the basic skills and behaviors they need to carry out their duties effectively. Therefore training is something that should be taken into account in the organization. With the training and development of employees it is expected that overall organizational performance can increase.

5.3. The Islamic principle moderates employee selection on organizational performance.

Hypothesis 3 test results that the relationship of the selection variable to organizational performance is moderated by Islamic principles, which has a t-statistic value of 2.902. with a value of two tailed 1.96 on a significance level of 5 percent where the criteria means that the criteria for the t-statistical value must be > 1.96 . The original sample value shows 0.320 which means that there is a positive influence on Islamic

principle variables to moderate selection of organizational performance. From these results it can be concluded that hypothesis 3 is **accepted** which means that there is an influence of selection on organizational performance which is moderated by Islamic principles.

The results of this study are in line with the research conducted by Rana and Malik (2017) where there is a significant and positive impact between selection of organizational performance with positive moderation by the application of Islamic principles. Then the research conducted by Azmi (2010) resulted in a study where there was a positive and significant impact between selection and recruitment of organizational performance. Furthermore, research conducted by Dhar et al (2017) proves the results of the study with a positive and significant impact between selection of organizational performance.

This shows that Islamic human resources practices are better than conventional perspectives in producing higher organizational performance. By applying Islamic practices, organizations can try to find happiness from Allah. Having happiness from God is meant that Muslims will not get achievements in this world but in the hereafter too. So that as Muslims it is proper to make Islamic principles their foundation for work, such as honesty and trust in work.

5.4. The Islamic principle moderates employee training and development on organizational performance

Hypothesis 4 test results that the relationship of training and development variables to organizational performance moderated by Islamic principles has a t-statistic value of 0.807 with a value of two tailed 1.96 on a significance level of 5 percent where the criteria mean that the criteria for t-statistics must be $> 1,96$. The original sample value shows 0.093 which means that there is no

influence of Islamic principle variables to moderate training and development on organizational performance. From these results it can be concluded that hypothesis 4 is **rejected** which means that there is no effect of training and development on organizational performance which is moderated by Islamic principles.

No effect means that the higher or lower the value of the selection will not affect the value of organizational performance, and vice versa. The results of the interviewer's interviews with the informants were found that the three respondents stated the same thing, the organization had a routine program which was held once a week, to teach employees about religion, such as recitation, reading the Qur'an. Employees respond positively to this, but there are no specific training organizations make for employee training, such as training in Islamic leadership. The organization only carries out routine recitations, and that is not an organizational training program.

Therefore, it is hoped that the organization provides training related to Islamic values that are based on the guidelines of Al-Quran and Al-Hadist, which can enhance the reflection of the Magelang Islamic Hospital as a hospital that upholds the values of Islamic religion.

6. Conclusion

Based on the results of data analysis through the questionnaire that has been distributed to respondents in the Magelang Islamic Hospital, it can be concluded that:

- 1) Employee selection has not got a positive and significant impact on organizational performance.
- 2) Employee training and development has a positive and significant impact on organizational performance.

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| <p>3) Employee selection has a positive and significant impact on organizational performance moderated by Islamic principles.</p> | <p>4) Training and development of employees has not got a positive and significant impact on organizational performance moderated by Islamic principles.</p> |
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Intan Charadina Putri

Universitas Islam Indonesia,
Economic Faculty
Management Department
Indonesia
intancharadina@gmail.com

Muafi

Universitas Islam Indonesia,
Economic Faculty
Management Department
Indonesia
muafi@uii.ac.id
