IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT BASED ON ISLAMIC VALUES AT PT BANK SUMUT SYARIAH BRANCH PADANGSIDIMPUAN

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Abstract
This study aims to determine the impact or effect of human resource management based on Islamic values on PT Bank Sumut Cabang Syariah Padangsidimpuan. This research is descriptive qualitative research. The subjects of this study were branch leaders, deputy branch leaders, and 10 employees of PT Bank Sumut Cabang Syariah Padangsidimpuan. Data collection techniques are obtained from observations, interviews, and documentation. And the data processing and analysis techniques are using data reduction, data display, and conclusions. Based on the results of research conducted by researchers, human resource management based on Islamic values at PT Bank Sumut Syariah Branch Padangsidimpuan is in accordance with Islamic values, which include creed values, sharia values, and moral values. The impact or effect after the implementation of human resource management in accordance with Islamic values is found in the company's work culture, human resource management processes, and employee productivity and bonaficacy.

Keywords: Implications, Human Resource Management, Islamic Values

A. INTRODUCTION

Human resource factors or company employees need to be managed properly so that they can play an optimal role and make a good contribution to the progress of a company. Human resource strategy is based on the overall strategy of the company and the need to adhere to principles. As with companies engaged in banking and Islamic financial institutions, the human resource factor owned is one of the determinants of the company's success in running its business. In Indonesia, it is undeniable that the growth of Islamic financial institutions has skyrocketed. The indicators include the number of sharia commercial bank institutions, sharia business unit banks, sharia insurance, sharia people's financing banks, and sharia microfinance institutions. This requires special attention because of the special characteristics and skills that need to be possessed by everyone who is involved in Islamic financial institution companies. (Isa, 2016)

The main challenge in Islamic human resource management is to apply Islamic values in work. In terms of the world of Islamic organizations, recruitment and selection practices are often found that do not support the careers of Islamic
academics. It seems that managers are more confident in the abilities possessed by academics who graduate from non-Islamic campuses. The assumption of Islam as a regulator of halal and haram values is quite resolved with a training period. Such a thing will complicate the development of Islamic human resource management (Ihsan Rahmat, 2018).

So there are people who think that conventional banks and Islamic banks are the same. They think conventional banks and Islamic banks are only different names. The reason for the large number of people who claim this is because the human resources at Islamic banks are not fully Islamic. The purpose of human resources that are not Islamic is resources that are Muslim but do not apply Islamic values.

As in PT Bank Sumut Syariah is a financial institution that applies Sharia principles. PT Bank Sumut Syariah is a regional bank of North Sumatra province which has several branches in North Sumatra, one of which is PT Bank Sumut Syariah Branch Padangsidimpuan. PT Bank Sumut Cabang Syariah Padangsidimpuan has implemented human resource management based on Islamic values, namely the value of creed in the recruitment and selection stages which require Muslims and are required to cover the aurat for women.

However, there are problems that researchers found related to the process of recruitment, selection and placement, where companies have not carried out these processes properly. Where almost all employees of PT Bank Sumut Syariah Branch Padangsidimpuan at the time of selection did not apply Islamic values in the form of Sharia values, namely almost all employees did not go through the Qur’an literacy test, religious knowledge test and about Islamic banking. They only go through tests in general such as psychological tests. In addition, the training and development stage of employees is still not balanced for sharia skills which are usually filled with training on tawhid (akidah), and sharia (Alfadri, 2022).

This problem will have an impact on the company’s image, because if there is no Quran literacy test, it is feared that there will be prospective employees who are not good at reading and writing the Quran. As well as the presence of employees who commit violations fraud will affect the level of public trust. Because PT Bank Sumut Syariah Branch is a sharia financial institution that highlights its sharia aspects. In research conducted by Alkausar stated that: "At Bank Financing Rakyat Mitra Agro Usaha has carried out test stages such as Quran reading and writing tests, worship practices and tests religious knowledge, because the test is very necessary to be carried out in Islamic financial institutions". (Alkausar, 2017)
With the pattern of human resource management based on Islamic values at Bank Sumut Syariah Branch Padangsidimpuan has a positive impact. The impact received as for corporate culture is always holding a briefing every morning to discuss the results and obstacles that occurred yesterday, so that all problems that arise will be resolved quickly. The habit of briefing includes advice in religion to always deliberate if there are differences of opinion. By having Islamic values, employee performance will not commit fraud in the form of taking customer funds (Harahap dkk., 2023).

And the problem is not in accordance with existing theories. In principle, the recruitment and selection process in sharia companies aims to find an employee figure who in him races on the elements of trust and professionalism. The test or selection tools used are sharia written tests, sharia interviews and sharia recommendations. (Sule, 2016). Sharia test is a test with Islamic samples, with halal fees, referring to maqashid Sharia thus gave birth to sharia test kits, sharia interviews are one of the most frequently used and carried out selection methods, in terms of interviews sometimes determine whether someone is accepted or not, because in this interview tends to not only ask things related to work experience, knowledge of prospective employees, skills also ask things related to Islam (Alfadri et.all., 2022).

To determine the success or failure of a work carried out in the organization is an assessment of the implementation of all activities that have been planned in advance. The implementation of a job without being followed by an assessment cannot be measured and it is known how much the level of achievement of goals has been achieved. Job appraisal is generally a manifestation of employee job appraisal. The success of determining the achievement of tasks to individuals will be able to direct the determination of organizational performance (Sinambela, 2012). With the pattern of human resource management based on Islamic values at Bank Sumut Syariah Branch Padangsidimpuan has a positive impact. The impact received as for corporate culture is always holding Briefing every morning to talk about the results and obstacles that occurred yesterday, so that all problems that arise will be resolved quickly. Habit Briefing Including advice in religion to always deliberate if there are differences of opinion. By having Islamic values, employee performance will not commit fraud in the form of taking customer funds.

Work Ethic in Islam

In terminology the word ethos undergoes a broad change in meaning, and is used in three different senses, namely a general rule or way of life, an order of rules
of behavior, and an investigation of the way of life and a set of rules of behavior. (Mundiri, 2017). The work ethic of a Muslim is the spirit to walk the straight path, even in terms of making decisions leaders must hold the trust. According to Sinamo in the book A.M Dadang, there are seven work ethics, namely:

1. Work is grace. The first work ethic is to believe in the paradigm that work is grace, and therefore to be grateful.

2. Work is trust. In this process there are emotional injections, psychological shocks, and inner enlightenments which then transform human consciousness to a higher level and subsequently give birth to an ethos of trust. From the awareness of trust, moral obligations in the form of responsibility arise that can foster moral courage and strong desire.

3. Work is a calling. Work as a vocation is a very old one. In the traditions of Hinduism and Buddhism the vocation is called darma, which is a sacred call, a sacred obligation, and a sacred duty to do something. The most important purpose of vocation is for people to work thoroughly and promote integrity.

4. Work is actualization. Self-actualization or development of human potential can be carried out through work, because work is the exertion of biological, psychological, and spiritual energy that in addition to shaping human character and competence.

5. Work is worship. Work is worship is an act that gives or dedicates property, time, heart and mind. Through work, humans can have a developed personality, character, and mentality, can enrich relationships that love and weed, build a sense of unity between people, and produce prosperity, welfare and happiness.

6. Work is art. Work as an art that can bring joy and passion for work that comes from creative, artistic, and interactive activities. The work lived as Monday is mainly seen from the ability of humans to think orderly, systematically, and conceptually, and innovatively implement it.

7. Work is honor. Honorary work has a number of very rich dimensions, namely: occupimately, psychologically and socially.

Based on research Muzayyanah Jabani and Tadjuddin stated that: "the application of human resource management based on Islamic values has a good effect and employee performance appraisal and compensation are things that can increase employee motivation". (Jabani &; Tadjuddin, 2018). Meanwhile, in the study, Hamdi Agustin stated that: "the application of Islamic values in Islamic banking activities can support the development process of Islamic banking in the future. The application of Islamic values to Islamic banks properly and correctly can influence people's decisions to become customers of Islamic banks". (Agustin, 2019). The formulation of the problem in this study is: How does The implementation of human resource management based on islamic values at pt bank sumut syariah branch padangsidimpuan?
human being not a machine solely being a business resource, the element of human resource management is a human being. So that human resource management is needed to improve the effectiveness of human resources in the organization. The goal is to provide an effective work unit organization. Human resource management procedures are various activities necessary to fill staff as well as maintain high working employees. The entire process of human resource management is influenced by the external environment, as well as factors that affect the process of human resource management, namely trade unions and government laws and regulations (Hardana, 2016).

The purpose of human resource management is to improve the productive contribution of the workforce to the company through strategic, ethical, and socially responsible means. The objectives of human resource management not only reflect the will of senior management, but must also balance organizational challenges, human resource functions, and related people. Failure to perform tasks can damage the performance, productivity, profits, even survival of the organization or company.

In the Islamic view, one of the important elements in an organization is its people. Man is the most perfect creature created by Allah SWT compared to other creatures created by Allah SWT. Human characteristics and potentials are written in the Qur’an. With a set of organs given by Allah SWT to humans, humans have the power or potential that if developed into quality human resources, and humans who are aware of their responsibilities both responsibilities as servants or caliphs of Allah SWT. So it can be understood that human resources according to the Qur’an are human potentials that can be developed to carry out their duties either as servants or caliphs of Allah SWT. (Goffar, 2020)

B. RESEARCH METHODS

This type of research is descriptive qualitative research. This research uses a qualitative approach method because the purpose of this study is to know and understand the social situation in depth about the implications of human resource management based on Islamic values in PT Bank Sumut Cabang Syariah Padangsidimpuan. The location of this research was conducted at PT Bank Sumut Syariah Branch Padangsidimpuan, and is located at Jl. Merdeka No. 12, Wek V, North Padangsidimpuan. This research was conducted from January-September 2021. The informants in this study are 1 Branch Leader, 1 Operational Officer and 2 employees of PT Bank Sumut Syariah Padangsidimpuan Branch to describe the implications of human resource management based on Islamic values. Data
C. RESULTS AND DISCUSSION

1. Application of Human Resource Management Based on Islamic Values at PT Bank Sumut Syariah Branch Padangsidimpuan

From the results of research conducted by researchers through interviews and observations with the deputy branch leader of PT Bank Sumut Syariah Branch Padangsidimpuan, Mr. Yudi Prasetyo, the researcher asked how the application of human resource management based on Islamic values at PT Bank Sumut Syariah Branch Padangsidimpuan explained that PT Bank Sumut Syariah Branch Padangsidimpuan explained that PT Bank Sumut Syariah Branch Padangsidimpuan has stagnant values in its corporate culture, which is known as "BEST" (Trusted, energetic, friendly, friendly, safe, high integrity, commitment). These values are the behavioral demands of employees of PT Bank Sumut Cabang Syariah Padangsidimpuam, and by applying these values, the company can be said to have implemented Islamic values.

And in the recruitment of new human resources is to fill the formation available at PT Bank Sumut Cabang Syariah Padangsidimpuan. Information about the existence of such formations is carried out openly and transparently so that everyone who meets the predetermined conditions has the opportunity to apply to become an employee. PT Bank Sumut Cabang Syariah Padangsidimpuan is still under the auspices of its parent Conventional Bank so it has not been able to recruit itself. So that all forms related to human resource management including recruitment can only be carried out by the parent conventional bank, which can be seen from the information on job vacancies of Sharia Business Unit Banks and is also available on websites that are still integrated with conventional banks as their parents.

The company has not implemented a sharia selection process for employees who will later work in the Sharia Business Unit as explained in Erni Trisnawati Sule's theory such as sharia tests, and sharia interviews. Sharia test is a test with Islamic samples, with halal fees, referring to maqashid Sharia thus gave birth to sharia test kits. Sharia interviews are one of the most frequently used and carried
out selection methods, in terms of interviews sometimes determine whether someone is accepted or not, because in this interview tends to not only ask things related to work experience, knowledge of prospective employees, skills also ask things related to Islam.

In addition, at PT Bank Sumut Syariah Branch Padangsidimpuan there are still human resources who have non-sharia educational backgrounds, as well as in training and development for old employees the material provided is only based on Job Description each other's work, so that employees of PT Bank Sumut Cabang Syariah Padangsidimpuan who are transferred from conventional banks have less balanced sharia knowledge.

2. Implications of Human Resource Management Based on Islamic Values at PT Bank Sumut Syariah Branch Padangsidimpuan.

Implication is the effect or impact due to the implementation of a policy program that has good or bad consequences on an implemented program target. According to Islamy in the book Poniman suggests that the word implication is interpreted as a thing or situation that occurs as a result of a policy process that has been formulated. According to Silalahi in the book, Poniman states that implication is the implementation of a policy program that has good or bad consequences on a program target implemented (Poniman, 2020).

a. Implications for the company's work culture

At PT Bank Sumut Cabang Syariah Padangsidimpuan, the culture or habit applied by the company is that every day before starting work, there is always a joint prayer that is carried out at the time of Briefing. Briefing Held in order to discuss the obstacles and problems that occurred on the previous day, so that all these problems and obstacles can be overcome. In addition, there are several activities carried out and become routine activities at PT Bank Sumut Syariah Branch Padangsidimpuan in terms of improving the moral or spiritual side of its employees, namely in the form of recitation and to increase closeness between employees, namely in the form of Family Gathering. This is a positive impact that can improve the approach or to establish close relationships persaudaraan. PT Bank Sumut Syariah Branch Padangsidimpuan has its own values in its corporate culture, which is known as "BEST" (Trusted, Energetic, Friendly, Friendly, Safe, High Integrity, Commitment). These values are the
behavioral demands of employees of PT Bank Sumut Cabang Syariah Padangsidimpuan, and by applying these values, the company can be said to have implemented Islamic values.

b. Implications for human resource management processes

1) Recruitment, selection and placement

The process of recruitment, selection and placement is carried out after an analysis of the needs of new employees, this is done so that there are no mistakes in recruitment to placement. The recruitment process is carried out openly by displaying the required criteria. The process applied by the company is in accordance with the theory proposed by Sukmawati Marjuni, namely the procurement of employees based on what principles and whom. What this means is that companies must first assign jobs based on job descriptions. Who means that the company is looking for the right person or expert to serve in a certain position.

Although the recruitment process is carried out centrally, PT Bank Sumut Cabang Syariah Padangsidimpuan has internal requirements in the criteria for prospective employees based on company values and culture such as Muslim / Muslimah, honest, responsible, not smoking, dressed Muslimah, wearing skirts for women.

The selection and placement process in the company is carried out fairly, there is no element of nepotism where the company guarantees that every prospective employee who meets the requirements is given equal opportunities, regardless of personal family ties. However, it will be seen from the ability of the prospective employee itself.

The impact of the application of Islamic values on the recruitment process, selection is the presence of Islamic values which are required to be Muslim is the application of Islamic values in the form of creed values. And the recommendation to cover the aurat for women to wear skirts is the application of Islamic nila in the form of sharia values. However, for the selection process there is no impact on the application of Islamic values, because in the selection process there is no sharia selection such as Quran literacy tests, religious knowledge and about Islamic banking which is included in sharia values. Because it is feared that it will affect the company's image if there are employees of PT Bank Sumut Cabang Syariah Padangsidimpuan who are not good at
reading the Quran, because for Muslims the Quran is a guideline for life. In terms of placement, there has been an impact on the application of Islamic values, namely sharia values, where the company prioritizes that every job must be handled by people who are in accordance with their expertise.

2) Training and development

PT Bank Sumut Cabang Syariah Padangsidimpuan always makes efforts to increase employee productivity through various training and education programs designed to support the implementation of line of business strategies through competency improvement that has a direct impact on increasing revenue or achieving other business goals. In addition, the provision of training and education is also part of the reward for employee work performance in order to meet the position competency requirements for promotion or continuation of the employee's career path.

Training is one of the human resource development programs that is a strategy of PT Bank Sumut Syariah Padangsidimpuan Branch to develop the performance and knowledge of its employees. At PT Bank Sumut Cabang Syariah Padangsidimpuan, employee training and development, where the company requires every employee to have carried out training 3 times a year and in the training program is always started and ended by praying, this is the application of Islamic values in moral values. However, the training process for old employees that is applied is not balanced with the work ethic in Islam where there is no training on sharia skills, because sharia skills are very important for employees who work in Islamic financial institutions such as PT Bank Sumut Cabang Syariah Padangsidimpuan.

In terms of employee development, the company also always provides motivation and encouragement to workers to always improve their quality well. The form of motivation usually given by the company PT Bank Sumut Cabang Syariah Padangsidimpuan emphasizes more on increasing discipline and motivation. Usually this motivation is done before work and is done at the briefing. This is the application of moral values in human relations with Allah SWT.

3) Performance appraisal and compensation

The concept applied by PT Bank Sumut Cabang Syariah
Padangsidimpuan performance appraisal is not only carried out at work, but also in every deed behavior, because later it will be assessed by Allah SWT. Therefore, every Muslim is taught to always be careful in his life and not only at work. Performance appraisals carried out by the company are carried out periodically and will provide many benefits for PT Bank Sumut Cabang Syariah Padangsidimpuan because it can determine what things can run well in the long term and can be used as material for self-evaluation of the work that has been done.

With the performance appraisal applied by PT Bank Sumut Cabang Syariah Padangsidimpuan, employees will be able to assess how performance in a certain period so that corrective actions are expected to be taken in the future. In terms of performance appraisal at PT Bank Sumut Syariah Branch Padangsidimpuan, there has been an impact from the application of Islamic values, namely moral values in which the company provides awards in the form of training or goods for employees who have achieved targets.

And for the provision of wages applied by PT Bank Sumut Syariah Branch Padangsidimpuan is in accordance with the theory which in compensation concerns a fair payroll system. Islam stipulates wages for its workers to be in accordance with the conditions and workload of employees. So that employees who work according to their workload do not feel burdened and will be loyal for years to the company. For the application of Islamic values in the employee compensation section, sharia values have been applied because companies provide employee wages fairly and based on the workload received by the employees themselves.

4) Stops

The dismissal carried out by the company is in accordance with Islamic values which at the beginning of work will be notified to employees that there is a target system, and for employees who commit fraud will be dishonorably expelled. This is done in order to maintain the good name of the company and public trust to become customers at PT Bank Sumut Cabang Syariah Padangsidimpuan.

c. Implications for employee productivity and bonaffes

Creativity is a term that means individuals must be given the freedom to express the talents and mission of the management askpek or that
something new must be useful to the public. After PT Bank Sumut Cabang Syariah Padangsidimpuan implements Islamic values, there is a positive impact or effect, namely in the form of an impact on employee productivity and bonaficty and public trust in PT Bank Sumut Syariah Branch Padangsidimpuan, because these values are taught the issue of how to be a trustworthy person and carry out responsibilities.

D. CONCLUSION

From the results of the research conducted, researchers concluded that PT Bank Sumut Cabang Syariah Padangsidimpuan as a whole has applied Islamic values to its human resource management. These values consist of creed values, sharia values and moral values. And after the application of Islamic values in human resource management, there are impacts or effects for PT Bank Sumut Syariah Padangsidimpuan Branch, among others, namely on the company's work culture where the company always holds routine activities that can improve the performance of its employees, namely through regular briefings, and to improve the spiritual and moral side of its employees, the company holds recitation activities for its employees Once every three months, and to improve friendship between employees, the company holds routine activities in the form of family gathering.

In addition, there is also an impact or effect, namely on human resource management processes, namely the emergence of Islamic values starting from the recruitment process to the dismissal of employees. And has an impact or effect on the productivity and bonaffices of its employees as well as public trust to become customers at PT Bank Sumut Cabang Syariah Padangsidimpuan.

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