

HUMAN RESOURCE PLANNING AND DEVELOPMENT THE ISLAMIC PERSPECTIVE



Walusimbi Yunus (PhD)

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Human resource planning and development in Islam
Edition one

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Dedication

To everyone who believes that HR managers play a vital role in adapting and applying management concepts, theories, principles, and practices within human resource management from an Islamic perspective: your contributions can help free the workplace from mismanagement and inefficiencies that affect it today.

Preface

This book stands out among the many published on Human Resource planning and development in Islam. It is both theoretically strong and practically useful for human resource managers who want to approach their organizations from an Islamic perspective.

The author of this book has closely looked at the issues of human resource planning and development that many writers and practitioners adhere to within the HRM subject. This book aims to kickstart human resource planning and development practices for HR professionals around the world, from an Islamic perspective. It will guide practitioners in creating HR planning and development policies that fit the specific needs of their countries and organizations. The author strongly believes that this book will offer greater light in the management of human resources and offer organisations greater heights in the achievement of organisational goals and objectives with the Islamic perspective of HR management.

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Acknowledgement

This book has been a result of the contributions of different individuals; however, I am indeed indebted to all those whose efforts, encouragement, and contributions have made this chapter a success. I sincerely appreciate and applaud the moral and financial support my family provided in producing this book. I would also like to thank the members of the Department of Public Administration at Islamic University in Uganda for their encouragement and support throughout this process. I would also like to thank my students whom throughout my teaching contact and experience with them has enabled me to come across numerous issues related to human resource planning and development with an Islamic perspective, and out of this interaction have enabled me to have valuable content that has been used to enrich this book to well fit the original intention.

I once again would like to thank my family members for constantly being encouraging and supporting me during this long and tedious work. Thank you so much for the understanding and perseverance during this period, may Allah reward you all abundantly.

Glossary - Islamic and Business Terms

Islamic Terms

Adl - Justice; fairness and equity in all dealings

Allah - The Arabic word meaning God in Islam

Amal - Good deeds; righteous actions that nurture the soul

Amanah - Trust, integrity, and responsibility; a fundamental Islamic principle of trustworthiness

Halal - Permissible or acceptable according to Islamic law

Haram - Forbidden or prohibited according to Islamic law

Hisab - Accountability; the concept that all actions will be judged by Allah

Ibadah - Act of worship; any action performed with the intention of pleasing Allah

Khalifah - Stewardship or vicegerency; humanity's role as trustees of Allah's creation on earth

Niyyah - Intention; the spiritual motivation behind an action that determines its value in Islam

Shura - Consultation; the Islamic principle of making decisions through mutual consultation

Tajdid - Renewal or revivalism; the process of reforming and revitalizing Islamic practices

Taqwa - God-consciousness; mindfulness and fear of Allah that guides moral behaviour

Business and HR Terms

HR - Human Resources; the department managing employee relations and organizational development

HRO - Human Resource Outsourcing; contracting HR functions to external service providers

IDP - Individual Development Plan; a personalized roadmap for employee growth and skill development

KPI - Key Performance Indicator; measurable values that demonstrate organizational or individual effectiveness

L&D - Learning and Development; programs and initiatives focused on employee skill building and growth

LMS - Learning Management System; digital platform for delivering and tracking educational content

OSHA - Occupational Safety and Health Administration; U.S. federal agency ensuring workplace safety standards

ROI - Return on Investment; a measure of investment efficiency calculated as benefit relative to cost

SMART - A framework for goal setting: Specific, Measurable, Achievable, Relevant, and Time-bound

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Abstract

This comprehensive book examines Human Resource Planning and Development through an Islamic perspective, offering a unique integration of contemporary HR practices with foundational Islamic teachings and values. The work systematically explores how Islamic principles including *Amanah* (integrity), *Adl* (justice), *Shura* (consultation), and *Taqwa* (God-consciousness) can inform and enhance effective HR strategies in modern organizational contexts. Drawing from the Quran and the teachings of Prophet Muhammad (peace be upon him), this book presents Human Resource Development (HRD) as a holistic approach that transcends individual skill acquisition to encompass social justice, equality, and community well-being. The Islamic framework positions HRD as a vital mechanism for socioeconomic development and improving quality of life across all societal levels, emphasizing employee welfare and ethical considerations as fundamental organizational imperatives. The book provides in-depth analysis of human resource planning methodologies that align with Islamic values, addressing both theoretical foundations and practical implementation challenges. Key areas examined include organizational development through Islamic leadership principles, the integration of worship (*Ibadah*) and stewardship (*Khalifah*) concepts into workplace culture, and the application of accountability (*Hisab*) and intention (*Niyyah*) in performance management systems. Through detailed case studies and examples of successful HR initiatives across various Islamic contexts, the book demonstrates practical applications of these principles in contemporary organizational settings. Each chapter includes comprehensive review questions designed to reinforce learning outcomes and facilitate deeper understanding of the material. This work serves as an essential resource for HR professionals, organizational leaders, scholars, and students seeking to understand and implement Islamic perspectives in human resource management while maintaining effectiveness in today's competitive business environment.

Keywords: Human Resource Planning, Human Resource Development, Islamic perspective, Islamic principles, Islamic teachings, HR strategies, organizational development, employee welfare, ethical considerations, socioeconomic development, Quran, Prophet Muhammad, social justice, Islamic contexts, HR initiatives

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Introduction to Human resource Planning and Development

Introduction

This chapter introduces the book chapter by highlighting the key concepts in human resource planning and development and the Islamic view of human resource planning. The concepts covered are human resource planning and development, the relationship between human resource planning and human resource development, objectives of HR planning, and the Islamic perspective of human resource planning and development.

The learning out comes

By the end of this chapter:

1. The learners should be able to identify the meaning of human resource planning and development in the Islamic perspective.
2. The learners should be able to synthesize the objectives of human resource planning and development in the Islamic perspective.

Introduction to Human resource Planning and Development

To understand the concept of human resource planning and development we need to understand what human resource planning is all about.

Human Resource Planning (HRP), the Islamic perspective?

Human resource planning (HRP) is the process of doing a systematic plan to achieve optimum use of an organization's most valuable asset, which is the human resource (Simbolon et al., 2024). Human resource planning will ensure that there is always a fit between the employees and the jobs while avoiding shortages or surpluses of manpower within the firm. The Islamic view of human resource planning and development requires

that the selection decisions in planning for human resources should be based on fairness, piety, and wisdom, which is the basis for Islam and management of human resources (Mukhsinuddin & Efendi, 2025).

Definition of key concepts Human Resources:

Human Resources Planning

Human resource planning is the process of carefully and scientifically preparing a strategy to ensure the right people are available at the right time in the right place and at the right cost for the organisation (Simbolon et al., 2024).

Human resource planning (HRP) is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset: quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses (Rusilowati et al., 2024).

Human Resources Development

Human resource development is the process of increasing the knowledge and capabilities of employees in an organisation to make the employees more effective and productive. Human resource development (HRD) is a collection of training programs that can help your employees understand the requirements of their new jobs and make them feel welcome at their new company. Understanding how human resource development differs from other HR functions is important to the implementation of these programs (Rusilowati et al., 2024). The Islamic perspective on human resource development emphasizes that selected personnel should be developed based on their potential, abilities, expertise, and experience. This approach aims to maximize the benefits in the workplace (Mukhsinuddin & Efendi, 2025).

The relationship between Human Resource Management (HRM), Human Resource Planning (HRP) & Human Resource Development (HRD)

The difference between Human Resource Development and Human

Resource Management Both HRD and HRM focus on employment, but human resource development (HRD) is different from human resource management (HRM). Here are three ways they contrast:

In terms of purpose: The purpose of HRD is to educate employees by simplifying the onboarding process. The purpose of HRM is to support the functions of an organization by managing compensation and providing employees with benefits packages.

In terms of independence: HRM focuses on the people within its own department. In contrast, HRD includes members from various departments who assist in training new employees and explain how their success impacts the entire organization.

On the issue of motivation: HRM boosts productivity within teams and provides incentives, like higher wages, to employees. HRD activities motivate employees by showing them how to grow professionally and achieve their personal goals. Human resource management encompasses the entire system of HR management and serves as the main framework. Human resource development, on the other hand, focuses on HR development and is a subset of HRM practices within an organization. As a subsystem, human resource development aims for the overall growth of individuals in the organization.

Human Resource Management involves activities such as recruitment and selection, compensation, performance management, and due compliance with laws regarding employment (Kess-Momoh et al., 2024). HRD will encompass activities such as training and development, career planning, talent management, organizational development, and fostering a learning culture within the organization. In Islam, human resource management (HRM) practices are grounded in ethical values, trust, and intrinsic (voluntary) motivation. The Islamic perspective on human resource development (HRD) views employees not merely as resources – as is often the case in conventional approaches – but as individuals with spiritual, moral, and developmental dimensions. This perspective places

greater emphasis on HRD than on HRM in practice, highlighting a deeper commitment to employee growth, well-being, and holistic development (Fahmi et al., 2025).

Key Differences Between HRM and HRD

Here are the key differences between HRM (Human Resource Management) and HRD (Human Resource Development):

Focus:

1. HRM focuses on managing human resources within the organization, including administrative tasks, policies, and procedures.
2. HRD focuses on developing and enhancing employees' skills, knowledge, and other capabilities to support their growth and contribute to the organization's success.

Scope:

1. HRM will encompass activities such as recruitment and selection, compensation, performance management, and compliance with laws and regulations of the firm.
2. HRD on the other hand will encompass activities like employee training and development, employee career planning, managing talent within the organization and fostering a learning culture.

Purpose:

1. HRM: Aims to ensure that the organization has the right employees in the right positions, aligned with business goals, and managing their day-to-day activities effectively.
2. HRD: Aims to improve individual and organizational performance by investing in employee learning and development, enabling growth, and building a skilled workforce.

Timeframe:

1. HRM: Focuses on short-term goals and immediate operational needs, such as staffing requirements and addressing employee issues.
2. HRD: Focuses on long-term goals and strategic planning, including talent development, succession planning, and preparing employees for future challenges.

Orientation:

1. HRM: Primarily oriented towards the organization's needs, ensuring efficiency, compliance, and effective resource management.
2. HRD: Primarily oriented towards employees' needs, fostering their growth, engagement, and career progression within the organization.

In Islam, the focus and purpose of human resource development (HRD), including its scope and orientation, is rooted in the Quranic concept of *khilāfah* (vicegerency). As stated in the Quran, Chapter 2, Verse 30, Allah declares that He has appointed humanity as His vicegerents on Earth. This role entails the responsibility of constructing and maintaining the Earth, which necessitates a capable and skilled human resource base. Consequently, it becomes essential to develop individuals' physical, intellectual, and moral capabilities to fulfill this divine trust (Fahmi et al., 2025).

Similarities Between HRM and HRD

Apart from the common differences between HRM and HRD, the two processes are also similar in several respects. Some of the similarities between HRM and HRD are listed below:

- Both HRM and HRD focus on managing and developing the workforce of an organization.
- Both involve the recruitment, selection, and training of employees.
- Both aim to improve the performance and productivity of employees.
- Both involve the management of employee relations and the resolution of conflicts.
- Both involve the implementation of policies and procedures to ensure compliance with applicable laws, regulations, and organizational standards.
- Both involve the establishment and evaluation of employee performance within the firm.

- Both involve the creation of career paths and career opportunities for employees within the firm.
- Both necessitate strategic planning and a long-term perspective in workforce management.
- Both involve the use of data and analytics to make decisions and improve processes.
- Both involve aligning HR practices with the organization's overall goals and strategic objectives.

As previously mentioned, in Islam, HRM practices are grounded in ethical values, trust, and intrinsic (voluntary) motivation. The Islamic perspective on HRD views employees not merely as resources—as is often the case in conventional management approaches—but as individuals with spiritual, moral, and developmental dimensions. This perspective emphasizes HRD over HRM in practice, placing greater focus on the employee's growth, well-being, and contribution. This emphasis is justified because employees are the ones who perform the work and are central to organizational success.

The need for HRP and HRD

The goal of HRD is to help employees acquire skills and knowledge they need to perform their work effectively but at the same time prepare them for future roles within the firm.

HRD is closely related to the overall strategic goals of the organization. It helps ensure that the company has the best employees with the required skills in the right jobs to achieve organizational objectives. HRD will help employee engagement and motivation, employee retention, and improving overall organizational performance (Oluwatoyin & Mardikaningsih, 2024).

The goal of HRD and HRP in Islam is to improve the skills, knowledge, and any other abilities of employees as it may apply to the job, which leads to improved performance and productivity of the employee. The purpose is to nature a work environment that brings in continuous learning and

development. HRD will help to bring together the goals of employees and the objectives of the firm. The outcome is a harmonious relationship between the employer and the employees as depicted by Islam.

Advantages of HRD

The following are some of the advantages of HRD:

- a) Improved employee performance and productivity: HRD programs help employees acquire new skills and knowledge, leading to improved job performance and increased productivity within the organization.
- b) Increased employee motivation and engagement: HRD programs help employees feel more valued and invested, leading to greater motivation and engagement at work.
- c) Improved employee retention: HRD programs can help employees develop a sense of loyalty to the organization, which can lead to reduced turnover.
- d) Better alignment of employee skills with organizational goals: HRD programs can help ensure that the skills and knowledge of employees align with the goals and objectives of the organization.

Disadvantages of HRD

The following are some disadvantages of HRD:

- a) Cost: HRD programs can be expensive to implement and maintain.
- b) Time-consuming: Some HRD programs can be time-consuming for both employees and managers.
- c) Limited applicability: Some HRD programs may only be applicable to certain groups of employees or certain types of jobs.
- d) Resistance to change: Some employees may resist participating in HRD programs, which can limit their effectiveness

The need for HRP

Human resource planning involves predicting a company's future human

resource needs and ensuring that these needs are met.

a) Replacing of employees:

A big number of employees will be replaced in the undertaking because of retirement, old age and death. So, there is need to prepare and train persons who will take up vacant jobs in the firm.

b) Labour Turnover:

The labour turnover does take place in all firms. However, the level of labour turnover will vary from firm to firm, and it cannot be done away with. There is a need to recruit new employees to take up the jobs of those who will be leaving the firm.

c) Expansion of firms Plans:

- d) When there is a proposal to expand or diversify the firm, more employees will be needed to occupy the new jobs created. In such situations, human resource planning will be necessary.

Technological Changes within the firm:

- e) Given research and new inventions within the firm, technological changes will come rapidly. There will be a need to give fresh training to human resources. In addition, there will also be a need to infuse fresh blood into the firm. Human resource planning will help the firm to cope with the new demands of the firm.

f) Assessing Future Requirement of the firms:

Human resource planning will help to assess whether there is any shortage or surplus of employees in the firm. When there is a smaller number of employees than is needed, it will greatly affect the work. On the other hand, when more persons are working than is needed, then it will increase the labor costs of the firm. Human resource planning ensures that the firm has the right employees. The Islamic values of honesty, compassion, and justice provide a strong foundation for human resource planning (Wani & Azhar, 2025). Developing these values fosters compassion and enables HR managers to uphold integrity in both their personal and professional lives. Furthermore, effective HR planning promotes trust and respect between management and employees, contributing to a more ethical and harmonious organizational environment.

HR Planning and forecasting

Firms typically adjust the size and composition of their workforce to meet evolving business needs. Human resource (HR) planning enables organizations to forecast and proactively determine the number and types of employees required. When firms are committed to achieving long-term success, they must adapt to changing business conditions through strategic workforce planning.

Human Resource forecasting?

HR forecasting helps organizations predict how their staffing needs will evolve over time, enabling them to operate efficiently and effectively. It allows companies to make informed decisions about recruiting top talent and adjusting roles and responsibilities as needed. HR departments manage key processes such as hiring, onboarding, and training—ensuring that qualified and capable individuals are in place to support and implement forecasting initiatives. Organizations with high employee turnover or dynamic business models typically conduct HR forecasting on a regular basis to maintain workforce readiness and strategic alignment.

Importance of HR forecasting

Simbolon et al. (2024) emphasize that HR forecasting is essential, as it enables organizations to operate efficiently while minimizing costs associated with under- or over-staffing and productivity shortfalls. Both large and small businesses face personnel challenges that can hinder their ability to meet client demands, produce sufficient goods, or complete critical tasks. Effective HR forecasting helps mitigate these risks by reducing the financial and operational consequences that arise from workforce imbalances. Here are some of the examples of how HR forecasting can support firms' interests:

Changes in demand: Firms may adjust their team sizes to respond to changing demand or shifting consumer trends. For example, retail stores typically hire additional staff ahead of the holiday season to meet increased customer demand.

Changes in supply: When a company depends on a particular material to operate, it will make staffing changes as supply changes. For instance, a car manufacturing plant may reduce its operations for a few months amid a microchip problem related to shortages.

Changes in the market: Market changes will affect how many employees a firm can have. If the state law increases the minimum wage it might result in companies planning to fill fewer positions.

Staff changes internally: If employees retire or get promotions their employers will respond accordingly. Most companies will know ahead of time who is changing roles and based on this they can forecast necessary replacements.

Changes in resource availability: Firm resources often change, which can impact staffing capacity. A company may need to invest in additional office space and allocate more budget toward hiring and compensating employees to meet operational demands.

In Islam, planning is of great importance. Allah states in the Qur'an: *"Verily, all things have We created in proportion and measure."* (Qur'an 54:49), emphasizing the divine principle of order and intentionality in creation. This verse underscores the Islamic expectation that humans should plan thoughtfully for all their endeavors. Consequently, planning holds a central place in Islamic teachings. When discussing planning and forecasting in the Islamic context, it refers to a well-structured approach that clearly outlines how management intends to manage human resources in alignment with ethical and spiritual principles (Wani & Azhar, 2025).

Strategies for effective HR forecasting

In Islam, forecasting is not an attempt to claim knowledge of the unseen (*ghayb*), which belongs solely to Allah, but rather a human effort to anticipate the future based on sound reasoning, experience, and analysis—within the limits of divine knowledge. Islam teaches that making estimates or projections based on personal experience or rational assessment of events

is not prohibited (*haram*). Therefore, forecasting is considered permissible (*halal*) and even encouraged when used responsibly for planning and decision-making.

The following are strategies that the HR department can employ for effective human resource forecasting:

Delphi method

The Delphi technique involves gathering expert opinions to analyze complex issues. It uses a neutral facilitator to collect and share insights anonymously, minimizing personal biases and preventing unproductive debate. For organizations with well-established HR departments, the Delphi technique can be an effective strategy for aligning workforce planning with anticipated staffing needs.

To implement this method, a firm can select experienced HR managers who are best positioned to assess how internal and external factors may impact the workforce. Each participant submits their individual forecasts and recommendations for future preparedness. Once all responses are collected, the facilitator compiles and shares the feedback while maintaining the anonymity of contributors. This iterative process is repeated over several rounds, allowing participants to refine and adjust their views based on the group's input.

The facilitator identifies key areas of disagreement and guides the group in addressing them, fostering dialogue until a consensus is reached. Through this structured approach, the Delphi technique enhances the accuracy and reliability of HR forecasting.

Trend analysis

Trend analysis uses historical data on a firm's past staffing levels to predict future workforce requirements. It involves comparing the number of employees at different points in time with key business performance indicators. For example, a vehicle dealership might analyze past data to determine the optimal number of sales staff associated with the highest

average number of vehicles sold per employee. While the results may not be exact, identifying such trends helps businesses optimize labor costs by hiring only the staff they need, while still delivering high-quality service to customers.

Ratio analysis

Ratio analysis works similarly to trend analysis by establishing a relationship between key business metrics and total staffing levels. It focuses on identifying the optimal staff-to-workload ratio that enables efficient operations and then applies this ratio to future business conditions for accurate workforce planning.

For example, when preparing for a busy season, a resort might review its staffing levels from previous peak periods and compare them to the number of guests served. If the ideal ratio was one server for every 20 guests, the HR department would use this benchmark to determine how many staff to hire, ensuring the same ratio is maintained in the upcoming season to support service quality and operational efficiency.

Supply forecasting

Supply forecasting refers to the process by which businesses assess the availability of qualified candidates, both internally and externally.

Internally, the firm evaluates its current workforce to identify employees who may be eligible for promotion or lateral transfer into key roles. This involves reviewing employees' qualifications, performance evaluations, and career development potential to determine suitable internal replacements for positions that may become vacant due to retirement, resignation, or other changes.

Externally, HR departments analyze the current labor market conditions, including talent availability, wage trends, and relevant employment laws, to understand how these factors may impact recruitment efforts. The organization then estimates the cost of hiring new employees based on this analysis. For example, if research indicates that entry-level marketers

are now commanding significantly higher salaries than in previous years, the company may decide to hire one fewer new employee in the marketing department than originally planned, in order to manage costs effectively.

Effective HR forecasting

In Islam, placing trust in Allah (*tawakkul*) is of utmost importance, especially when it comes to forecasting. While forecasting is not prohibited (haram), it is essential to remember that the ultimate outcome rests with Allah, and one must maintain firm belief that all matters are under His divine will. Forecasting in Islam is permissible—particularly when based on observation, data analysis, and rational assessment—as it differs fundamentally from fortune-telling or claiming knowledge of the unseen (*ghayb*), which is strictly forbidden.

Therefore, using methods such as ratio analysis or trend analysis to anticipate human resource development (HRD) needs is permissible and can support sound organizational planning. Below are several strategies that can enhance a company's HR forecasting in an ethically and Islamically responsible manner:

Hiring the best talent

HR forecasting helps organizations make informed and strategic hiring decisions. It provides an opportunity to enhance team capabilities by identifying and recruiting candidates with skills that are currently lacking within the organization. By gathering relevant data and making projections about future business needs, HR forecasting enables managers to better recognize skill gaps and workforce requirements within their teams. This proactive approach not only supports effective talent planning but also revitalizes the organization, strengthening its overall performance and competitiveness.

Consider recruiting different types of employee

Companies often develop habits that lead to premature hiring decisions. HR forecasting helps counter this by identifying the types of employees best suited to actual labor needs. For instance, a firm may discover that

it can achieve the same production goals or serve the same number of clients by employing part-time workers instead of full-time staff, or by hiring paid interns rather than salaried employees.

By thoughtfully developing a hiring strategy that embraces diverse employment models, organizations can significantly reduce costs related to salaries, benefits, and other overhead expenses. As companies explore these flexible staffing arrangements, they may gain valuable insights that reshape their vision for the future and transform how they approach team development and organizational growth.

Consider reviewing the organizational chart

As you commit to a hiring plan, it is important to assess whether responsibilities within the company have been delegated effectively. The organizational chart outlines current workflows and reporting relationships, which serve as the foundation for operations. However, as the company grows, these structures may need to be reevaluated. Your HR department can help identify opportunities to streamline roles—such as combining positions that are currently separate—or recommend creating a new role to alleviate workload pressures in departments facing capacity challenges.

Survey employees

Each company will handle HR forecasting differently but even if you only do it intermittently, you can still take good steps to improve your preparedness. You should consider surveying employees to gather data that could substantially help in your HR forecasts. This is especially so in big organizations where it is difficult to keep track of all important personnel developments and accounting for them while planning. For example, a worker will openly discuss his or her intentions to retire, but without data collection, you may not take action until you receive the employee's formal notice before they depart. Whether you conduct a formal survey or simply engage in regular conversations about employees' plans, try to understand the indicators that can affect your forecasting plan. For instance, if the employees' satisfaction or productivity

is exceptionally high then improving employee retention might mean you need fewer hires than usual during a busy period.

Objectives of HRP

The objectives of human resource planning (HRP) vary depending on the nature of the organization and its current strategic priorities. Key objectives include:

1. Forecasting future human resource needs and developing strategies for recruiting and selecting the right talent.
2. Identifying future skill requirements to align the workforce with organizational goals.
3. Determining employee training and development needs to enhance capabilities and performance.
4. Identifying potential surpluses or shortages of human resources to prevent unnecessary layoffs and ensure staffing stability.
5. Minimizing imbalances caused by the unavailability of the right people, with the right skills, in the right positions at the right time.
6. Ensuring optimal utilization of the existing workforce within the organization.
7. Preparing the organization to adapt to technological advancements and market modernization.
8. Controlling wage and salary costs through efficient workforce planning and deployment.
9. Enhancing labor productivity by aligning human capital with operational demands.
10. Supporting career development for all employees and establishing effective succession planning to ensure leadership continuity.

The Qur'an, in Chapter 54, Verse 49, states: *"Indeed, all things We have created with precise measure and proportion."* (Qur'an 54:49). This verse highlights the divine order in creation and encourages Muslims to approach all endeavors—including organizational activities—with careful planning and intentionality. At the same time, it reminds believers to recognize

and align with Allah's overarching plan as reflected in the natural and spiritual order.

Similarly, Qur'an 57:22 affirms that everything that occurs has already been decreed by Allah according to a predetermined plan: *"No disaster strikes upon the earth or among yourselves except that it is in a register before We bring it into being."* (Qur'an 57:22). These verses collectively emphasize the Islamic value of planning as a form of responsible stewardship (*khalāfah*), not as an attempt to control the unseen, but as a means of preparation and alignment with divine wisdom (Aisyah et al., 2025).

Therefore, human resource planning is essential in organizational management from an Islamic perspective, with the clear objective of maintaining focus, accountability, and balance in fulfilling both worldly and ethical responsibilities.

HR Planning Step

Human resource planning has four steps as shown below:

The Four Steps to Human Resource Planning (HRP)?

Human resource planning (HRP) is a strategic process that ensures an organization has the right number of qualified employees in the right roles at the right time. It typically follows four sequential steps, each building on the previous one, to enable the company to effectively attract, develop, and retain talent in alignment with its goals.

Analyze the labor supply

The first step in HRP involves assessing the current internal labor supply. The HR department evaluates the organization's workforce in terms of size, skills, qualifications, job roles, performance levels, and benefits. This analysis provides a clear picture of the existing human capital and identifies strengths, gaps, and potential for internal mobility.

Forecast the labor demand

The second step focuses on projecting future staffing needs. HR managers

consider internal factors such as retirements, promotions, transfers, and turnover, as well as external factors like technological changes, market expansion, or regulatory shifts that may affect workforce requirements. This forward-looking assessment helps anticipate the number and types of employees needed to support future operations.

Balance labour demand with labour supply

The third step involves conducting a gap analysis to compare current workforce capabilities with projected future needs. This process identifies discrepancies such as skill shortages, overstaffing, or mismatches between employee strengths and job roles. Key questions include:

- Do employees need training in new skills?
- Is there a need for additional managerial roles?
- Are employees currently working in roles that fully utilize their strengths?
-

This analysis forms the foundation for strategic decision-making in workforce planning.

Develop and Implement the Plan

Based on the gap analysis, HR develops and executes an action plan. This includes initiatives such as recruitment, training and development, succession planning, restructuring, or redeployment. Successful implementation requires a dedicated budget, cross-departmental collaboration, and clear accountability.

From an Islamic perspective, planning must be grounded in faith and ethical principles. As narrated by Bukhari, the Prophet Muhammad (peace be upon him) said:

“While you are planning for your worldly affairs, plan as if you will live forever; and for the Hereafter, plan as if you will die tomorrow.”

This teaching emphasizes the importance of diligent, forward-thinking

planning in this life while maintaining spiritual awareness and humility (Wani & Azhar, 2025). Thus, HR planning in Islam should be strategic, responsible, and aligned with moral and divine guidance.

The challenges of Human Resource Planning (HRP)

HRP is not without challenges, as both internal and external environments are constantly evolving. Factors such as employee illness, resignations, promotions, vacations, and unexpected turnover can disrupt workforce stability. Effective HRP aims to ensure the best fit between employees and roles, minimizing both shortages and surpluses (Rusilowati et al., 2024).

To address these challenges, HR managers must proactively plan for:

- How to attract and retain skilled workers.
- How to select, train, and reward high-performing employees.
- How to manage absences and resolve workplace conflicts.

When to promote employees or manage voluntary/involuntary exits.

Conclusion

This chapter has examined Human Resource Planning (HRP) in Islam as a vital component of an organization's strategic framework, ensuring that the right number of employees with the right skills are available at the right time. The HRP process involves several key steps: understanding organizational goals, assessing current human resources, forecasting future workforce needs, identifying skill gaps, and developing strategies to address those gaps. Equally important is the implementation of these strategies and the ongoing monitoring of their effectiveness to ensure alignment with both organizational objectives and Islamic principles of responsibility, fairness, and trust in Allah (tawakkul).

Review Questions

1. Analyze the significance of human resource planning in the Islamic context?

2. What are some key indexes proposed for measuring human resource planning from an Islamic viewpoint?
3. In what ways can HR managers implement Islamic principles in their planning processes?
4. What challenges might organizations face when integrating Islamic perspectives into HR planning?

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The Human Resource Planning: HRP and Recruitment

Human resource planning in an organization entails all aspects that are associated with the human resource or workforce planning in a particular organization (Koman et al., 2024). It entail issues such as recruitment, coordination and control of the people working there. Some of the issues linked with human resource management include hiring, the compensation and benefits agenda of the firm, safety and welfare of the firm, the communication and motivation of the employees, the issues of employee performance management, including administration and training, among others. Human resource planning is influenced by the organization's short and long-term objectives including development requirements. Human resource recruitment, on the other hand, refers to the process of attracting and motivating qualified workers to apply for various roles within the organisation. Islam emphasizes the importance of planning in human affairs. As stated in the Qur'an (57:22): *"No disaster strikes upon the earth or among yourselves except by prior decree in a record before We bring it into being."* This verse highlights that all events occur according to Allah's divine plan, while also underscoring the Islamic principle of proactive human planning and preparation. Far from discouraging planning, Islam encourages individuals and organizations to plan wisely, trusting in Allah while taking necessary measures. This provides strong religious support for the practice of human resource planning as a responsible and strategic endeavor (Muttaqin, 2023).

Learning out comes

By the end of this chapter:

1. The learners should be able to demonstrate how human resource is recruited and treated within the Islamic context.

2. The learners should be able to point out what affirmative action is and the Islamic perspective of the same.

The planning, Recruitment process, and the Selection of candidates in HR

Human resource planning, recruitment, and selection are critical functions in any organization, regardless of its size. Effective HR planning determines the quality of the workforce, which in turn influences how efficiently and successfully organizational processes are executed. It involves making strategic decisions about current and future positions, identifying the best ways to fill them, and aligning staffing needs with the organization's overall strategic objectives. By anticipating human resource requirements in advance, organizations can ensure they have the right people, with the right skills, in the right roles at the right time.

Recruitment of human resource

Human resource recruitment involves attracting and encouraging eligible individuals to apply for various positions within an organization. It aims to generate a strong pool of qualified and capable candidates for available roles. The process begins when staffing needs are identified and concludes when applications are received and initially processed. Recruitment is a critical function, as it not only facilitates the attraction of suitable candidates but also helps deter those who are unqualified or mismatched from applying. Additionally, the recruitment process plays a vital role in shaping and protecting the organization's public image (Fadli & Alie, 2023).

In Islam, recruitment must be conducted with fairness, transparency, and integrity. All decisions should be based on merit to ensure that the most qualified candidate is selected for the position. Those responsible for recruitment are expected to be pious, just, and honest individuals who uphold ethical standards and ensure equitable treatment for all applicants. Discrimination based on race, color, gender, or social background is strictly prohibited. The Qur'an emphasizes justice and trustworthiness in all affairs:

“Indeed, Allah commands justice, kindness, and giving generously to relatives. He forbids indecency, wrongdoing, and oppression. He advises you, so that you may take heed.” (Qur’an 16:90)

This verse underscores the Islamic imperative to assign responsibilities to those who are deserving and to administer justice in all dealings—including hiring practices (Maulida & Rusydiana, 2023). Thus, recruitment in Islam is not merely an administrative task, but a trust (*amānah*) that must be fulfilled with accountability and moral responsibility.

Selection Process for the human resource

Selection is another critical function of human resource management. Its primary objective is to ensure a strong match between the candidate and the job requirements, thereby enabling superior job performance (Fadli & Alie, 2023). To achieve this, various selection tools are employed, such as interviews, reference checks, psychometric assessments, and skills testing. These tools help evaluate candidates’ qualifications, experience, and suitability for the role.

The selection process ensures that the most qualified individuals are placed in positions that align with their competencies. This is achieved by carefully comparing the information in application materials with practical job demands and organizational needs. A well-executed selection process enhances the likelihood of high performance from the outset, reduces the costs associated with poor hiring decisions, and minimizes the risk of legal disputes arising from incompetent or biased recruitment practices—issues that can be both costly and time-consuming.

From an Islamic perspective, the selection process must be conducted with fairness (*‘adl*), transparency, and justice. It should result in a harmonious match between the organization’s needs and the candidate’s skills, character, and integrity (Maulida & Rusydiana, 2023). The Qur’an commands believers to uphold justice and entrust responsibilities to those who are competent and trustworthy (Qur’an 4:58). Therefore, selection decisions must be free from discrimination based on race, gender,

ethnicity, or personal favoritism. Fair treatment of all applicants reflects the Islamic values of equity, accountability, and *amānah* (trustworthiness) in leadership and management.

Importance of Planning, Recruitment, and Selection in HRM

Following human resource planning, recruitment, and selection, it is evident that these processes significantly contribute to employee performance and overall organizational success. Each stage is equally vital, and it is difficult to determine which one holds greater importance, as they are deeply interconnected and mutually dependent. An effective planning process lays the foundation for successful recruitment, which in turn enables a more accurate and efficient selection process (Chiara et al., 2023). Conversely, a weakness in any one stage is likely to negatively impact the others.

For instance, poor planning—such as failing to clearly identify current or future workforce needs—leads to inadequate job analysis and inaccurate position descriptions. This results in ineffective recruitment, where the organization may attract unsuitable candidates due to unclear or misleading job information. In turn, the selection process becomes compromised, increasing the risk of hiring individuals whose qualifications, skills, or values do not align with organizational requirements.

Such misalignment leads to poor employee performance, reduced productivity, higher turnover, and potential legal or financial risks. Ultimately, this undermines organizational effectiveness. Therefore, ensuring coherence and quality across all three stages—planning, recruitment, and selection—is essential to achieving a strong person-job fit and avoiding mismatches that hinder performance. When executed effectively, these integrated processes enhance HR planning and contribute to sustainable organizational growth.

Recruitment Sources, Internal and External Sources

According to Candra & Amanda (2023), recruitment is the process of identifying and attracting potential candidates to fill vacant positions

within an organization. It involves actively seeking qualified individuals and encouraging them to apply for available roles. Effective recruitment helps ensure that the organization draws from a pool of competent and suitable applicants.

Recruitment sources refer to the channels used to connect job seekers with employers. These sources serve as the medium through which information about job openings is communicated to prospective candidates. There are two main types of recruitment sources: internal and external. Internal sources include promotions, transfers, and rehiring former employees, while external sources encompass job portals, social media, recruitment agencies, educational institutions, and public advertisements.

Internal Sources

When you recruit internally you are recruiting employees who are already a part of the existing organization. The vacancy for the position is informed to the employees through internal communication methods like emails.

The different types of internal recruitment in the organization:

- a) Through promotion: Promotion is the change of designation of the employee within the firm. It will involve shifting of the existing employee to a higher position within the organisation and providing that employee with more responsibility and a raise in pay that is commensurate with job.
Promotion will help in motivating other employees of the organisation to work hard so that they also become eligible to being promoted.
- b) Through Transfer: The transfer will involve shifting of an existing employee from one department to another department in the same organisation.
- c) Making employee referrals: It is common for organizations seeking to reduce hiring costs to utilize employee referrals as a recruitment strategy. Employees are typically familiar with the job roles and organizational culture, making them well-positioned

to recommend suitable candidates from their networks. These referrals often include insights or endorsements regarding the candidate's qualifications, work ethic, and fit for the role, helping the organization identify individuals who are more likely to succeed within the team.

- d) Through former employees: Some employers will have the provision of hiring retirees who are willing to work part time/full time for the organisation.

In Islam, the recruitment process—whether internal or external—must be conducted with fairness, justice, and transparency, free from discrimination, nepotism, or favoritism. The most suitable candidate is one who combines piety (*taqwa*), strong moral character, and the necessary professional competence (Maulida & Rusydiana, 2023). Islamic teachings emphasize that appointments to positions of responsibility should be based on merit, integrity, and capability, not personal connections or bias.

Those overseeing recruitment are entrusted with a significant responsibility (*amānah*) and are expected to act with justice (*'adl*) and impartiality, ensuring equal opportunity for all qualified applicants. The Qur'an commands believers to "appoint to positions of trust only those who are competent and righteous" (Qur'an 4:58), reinforcing the ethical obligation to assign roles based on both skill and character. Thus, in an Islamic framework, recruitment is not merely an administrative function but a moral and spiritual duty that upholds equity and organizational integrity.

Why Internal Sources

Advantages of Internal Sources of Recruitment:

- a) Cost Savings: Internal recruitment reduces expenses associated with advertising, external hiring, and onboarding, thereby lowering overall recruitment costs for the organization.
- b) Simplified Process: Transferring or promoting existing employees

streamlines the selection process, as their performance, skills, and behavior are already known to management.

- c) **Morale Booster:** Providing internal advancement opportunities motivates employees, enhances job satisfaction, and reinforces a culture of growth and recognition.
- d) **Increased Loyalty and Productivity:** Internal hiring fosters a sense of loyalty among employees, which can lead to higher engagement and improved organizational performance.
- e) **Faster Integration:** Existing employees are already familiar with the organization's culture, policies, and work processes, enabling them to adapt quickly to new roles with minimal training.

Disadvantages of Internal Sources

Following are some of the drawbacks of the internal sources:

- a) Internal recruitment will cause reduction in the morale of those who are not selected or considered for appraisal.
- b) Internal recruitment will discourage capable persons from outside to join the organization.
- c) Internal recruitment can lead to conflict in case one employee is selected for promotion, while the others are not selected.

Sources for external recruitment

External sources of recruitment will seek to employ candidates that have not been working with the organization. The introduction of new talent among the workforce leads to growth and development of the enterprise.

External recruitment sources:

- a) **Through advertisement:** Advertisements will serve as a great source of information regarding job opportunities. This source is used for recruitment of middle-level managers or high-level employees.
- b) **Through employment Exchanges:** Employment exchanges serve as a source of recruitment for the organization. It is, at times, run by the government.
- c) **Through Employment portals:** In this age of technology and

development in the field of hiring, it has now been made easy. Today many employment portals are open where one can find information about jobs.

- d) **By using Educational Institutions:** Educational institutions will also serve as a good source of recruitment as many students will be available at once when called upon.
- e) **Through recommendation:** This has also been a good source of recruitment as an existing employee will be able to provide better recommendation for another employee.

External Source recruitment advantages

The following are some of the advantages of externally recruiting.

- a) It helps in availing of skilled labour.
- b) There will be new ideas got from employees hired using external sources.
- c) Employees will join as knowledgeable people which reduces the training time required for new hires.

External recruitment disadvantages

- It can lead to employee dissatisfaction, as existing staff may feel they deserved the opportunity for growth and advancement.
- It may result in reduced cooperation between new hires and current employees, potentially creating tension or resentment within teams.
- The process can be lengthy and demanding, requiring candidates to go through multiple rounds of assessment before a final decision is made.

These challenges highlight the importance of fairness, transparency, and justice in recruitment and selection—values deeply emphasized in the Islamic framework. Islam calls for equitable treatment of all individuals, ensuring that appointments are based on merit, integrity, and competence rather than bias or favoritism. As such, HR processes should be conducted with justice (*'adl*), trustworthiness (*amānah*), and respect for the rights of both existing employees and external candidates. When managed

ethically, recruitment becomes not only an organizational function but also an act of worship through upholding divine principles.

Affirmative in Recruiting Action and Illegal Hiring

Promoting diversity and inclusion in your workplace is essential for ensuring everyone has equal access to employment opportunities. Affirmative action plays a crucial role in achieving this, but laws surrounding this practice are complex. And noncompliance can lead to costly discrimination complaints and lawsuits. To use affirmative action, you must comply with strict criteria. Navigating your responsibilities can be tricky.

Affirmative action refers to policies and programs designed to address historic discrimination against specific protected groups, including racial minorities, women, people with disabilities, and veterans. Typically used by businesses and universities, affirmative action aims to promote fair representation and overcome systemic barriers faced by traditionally underrepresented groups (Siboni & Galizzi, 2023).

In the employment context, affirmative action aims to correct historical imbalances and promote equal employment opportunity (EEO), ensuring that all candidates are treated fairly and equitably in hiring and other employment decisions. By doing so, it helps organizations build workforces that reflect the diversity of the communities they serve.

Islam supports the underlying principles of affirmative action, as the religion is founded on justice, equity, and the elimination of discrimination. Islam rejects any form of racial, ethnic, or social supremacy and emphasizes fair treatment for all individuals regardless of background. As stated in the Qur'an (4:135):

“O you who have believed, be steadfast in justice, bearing witness for Allah, even if it be against yourselves, your parents, or your relatives. Whether one is rich or poor, Allah is more deserving of both. So, do not follow [personal] desires, lest you swerve from justice. Indeed, if you distort your testimony or withhold it, Allah is fully aware of what you do.”

This verse underscores the Islamic imperative to uphold justice without bias or favoritism. In this light, affirmative action can be viewed as a means of fulfilling the Islamic duty to support marginalized and underrepresented groups, enabling their full and equitable participation in society and the workplace. It aligns with the broader Islamic goal of creating a just and inclusive social and economic order.

Examples of steps organizations may take include:

- a. Using outreach programs – for example, reaching out to female candidates through local university job fairs
- b. Delivering training programs to individuals from underrepresented groups to develop their job-related skills and knowledge
- c. Setting affirmative action goals, tracking the representation of a specific group, and adjusting policies and procedures to achieve your organization's goals

In the past, affirmative action involved hiring quotas: numerical targets. For instance, a tech firm might have required at least 20% of its new engineering hires to be women in its effort to address the gender imbalance in the tech industry. The issue is also legally complex. Employers are prohibited from discriminating against candidates based on protected characteristics like race, gender, and religion. By using affirmative action to support minorities, your organization may also attract allegations of discrimination against other groups. For example, an organization that targets female applicants might be accused of discriminating against male applicants (Avery, 2023).

Arguments for affirmative action

1. Supporters of affirmative action argue it contributes to equal employment opportunity (EEO) by countering the lasting effects of historical and systemic inequalities. Both conscious and unconscious biases still exist and impact the hiring process. Supporters view affirmative action as a valuable tool for overcoming such biases.
2. Proponents also say that affirmative action is key to achieving true workplace diversity. Plus, they emphasize such measures

are necessary for as long as they are needed to correct imbalances only.

For example, bias may cause some employers to believe candidates who use wheelchairs are less capable of performing desk-related tasks than candidates who do not. Affirmative action measures aimed at increasing employment opportunities for candidates with disabilities could help companies overcome such biases.

Arguments against affirmative action

- a) Opponents of affirmative action say it is counterproductive. By giving preferential treatment to specific groups, you necessarily discriminate against other groups and create wider divisions. Those against affirmative action argue that more effective ways to address historical inequality – like anti-discrimination laws exist.
- b) Critics also say that affirmative action grants access to employment opportunities based on characteristics unrelated to merit. This undermines the principle of selecting candidates based on their qualifications and abilities.

Is affirmative action legal?

Affirmative action was initially introduced as a legal concept by U.S. President John F. Kennedy through Executive Order 10925 in 1961, which called for federal contractors to ensure equal employment opportunities regardless of race, creed, color, or national origin. Since then, the policy has faced numerous legal challenges and evolving interpretations in the courts. Moreover, different presidential administrations have adopted varying stances on affirmative action, reflecting differing levels of support and approaches to its implementation (Siboni & Galizzi, 2023). As a result, the legal framework surrounding affirmative action continues to evolve, shaped by judicial rulings, political shifts, and ongoing societal debates.

The law, depending on a country, allows affirmative action plans, including documents that outline an organization's approach to proactively recruiting, hiring, and promoting protected groups like

minorities, women, and candidates with disabilities. Some affirmative action plans are voluntary, while others are mandatory.

Voluntary affirmative action (private employers)

Civil Rights Act allows private employers to use affirmative action plans voluntarily. For these plans to be legal, they must meet specific criteria:

- a. They must aim to address a racial or gender imbalance in traditionally segregated job categories
- b. They must be temporary and apply only for the time needed to address the imbalance
- c. They can not unnecessarily interfere with the interests of other non-minority employees

To implement an affirmative action plan, you must also follow the EEOC guidelines. Doing so helps reduce the risk of affirmative action resulting in discrimination.

These guidelines require employers to:

- a. Conduct a self-analysis to identify specific policies or practices that have limited, excluded, or restricted employment opportunities for minorities and women
- b. Have a reasonable basis for deciding that affirmative action is appropriate
- c. Prepare a plan that is reasonable with regard to the policies or practices identified in the self-analysis
- d. What do I need to know about affirmative action and hiring?
- e. Affirmative action can contribute greatly to fostering diversity in your hiring practices. But being aware of the strict laws around employers' use of affirmative action is crucial to minimizing your legal risk.
- f. Affirmative action is a very complex area of law. When preparing an affirmative action plan, seeking legal advice is essential. A lawyer can advise you of your specific legal obligations and offer strategies to reduce the risk of potential discrimination claims.

Illegal hiring

Illegal recruitment refers to any act involving the canvassing, enlisting, contracting, transporting, hiring, or procurement of workers in violation of labor laws and regulations. It may also include unauthorized referrals, fraudulent job placement services, or offering employment through deceptive or unethical means. Such practices undermine fair labor standards and exploit vulnerable individuals.

The principle of Equal Employment Opportunity (EEO) prohibits discrimination against job applicants on the basis of race, color, religion, sex, national origin, age, or disability, ensuring fairness and inclusivity in hiring (Ricucci, 2023).

From an Islamic perspective, illegal recruitment is strictly prohibited. Islam emphasizes mutual consent (*tarāḍin*) between employer and employee, grounded in a binding and transparent contract (*'aqd*). The Qur'an commands believers:

"O you who have believed, fulfill your contracts" (Qur'an 5:1).

This verse underscores the moral and legal obligation to honor agreements and conduct all transactions—including employment—with integrity. Any hiring process that lacks genuine consent, involves deception, or leads to exploitation is considered invalid and impermissible (*haram*) in Islam.

In Islamic jurisprudence, actions are categorized as *halal* (permissible) or *haram* (prohibited). Certain jobs are deemed *haram* due to their nature or environment—for example, working in interest-based financial institutions (*riba*), producing or selling alcohol, or engaging in gambling. Additionally, a job may become impermissible if the workplace violates Islamic principles, such as requiring inappropriate mixing of genders without modesty (*hijab*), enforcing the wearing of clothing that contradicts Islamic standards, or compelling employees to engage in unethical or unlawful activities (Yusuf et al., 2025).

Justice (*'adl*) and fairness are central to Islamic hiring practices. A process that is biased, coercive, or unjust cannot be considered legitimate. When these ethical and legal standards are violated, the hiring is not only legally flawed but also spiritually and morally unacceptable in Islam.

The following are notable examples of illegal and unethical hiring practices that violate both labor laws and Islamic principles:

Discrimination Through Employment Policies and Practices

The EEO extends protections to applicants by barring employers from implementing policies or practices that disproportionately harm applicants based on their protected characteristics, such as race, religion, sex, disability, etc. These policies and practices must be job-related and necessary for business operations.

Discriminatory Job Advertisements

Job advertisements discouraging applicants based on protected characteristics or showing a preference may also violate the law. For instance, advertisements targeting recent high school graduates or seeking female applicants may discourage men or older qualified people from applying, thereby breaking the law.

Hiring Illegal Workers

Under law in many countries, it is unlawful for employers to hire, recruit, or refer illegal immigrants or juveniles for work. Employers must employ those individuals that do not contradict the law.

Pre-employment Inquiries

Information gathered or requested from applicants during the hiring process should only pertain to determining job qualifications. Questions about an applicant's age, race, sex, national origin, gender identity, and other protected characteristics are generally irrelevant and should be avoided.

Inappropriate inquiries may include asking about marital status, having children, or any questions related to protected characteristics.

Retaliation Against Applicants

Employers are prohibited from retaliating against individuals who have opposed discrimination or participated in discrimination investigations, even if the discrimination allegations are unfounded.

Refusing to Provide Reasonable Accommodations

Employers are required to provide reasonable accommodations to individuals with disabilities to enable them to perform their job functions unless doing so would result in undue hardship to the employer. Failure to provide reasonable accommodations can result in a discrimination claim.

Inappropriate Background Checks

Employers must follow specific guidelines when conducting background checks on prospective employees, including obtaining consent and informing applicants of their rights. They must also avoid using certain types of information, such as arrests that did not result in convictions or bankruptcies, as a basis for hiring decisions.

Offering Unlawful Terms of Employment

Employers may not offer terms of employment that discriminate against applicants based on their protected characteristics. This discrimination includes offering lower wages to female employees, denying promotions to individuals of a particular race or religion, or providing different working conditions based on an employee's age.

Using Physical Characteristics as a Basis for Hiring

Employers may not use an applicant's physical characteristics, such as weight or height, as a basis for hiring unless such characteristics are directly related to the job's duties.

Asking for Salary History

Many states have banned employers from asking about an applicant's salary history, as it can perpetuate pay disparities based on gender and other protected characteristics.

How Employers Avoid Illegal Hiring Practices

Based on Islamic teachings, employers have a moral and ethical responsibility to avoid illegal hiring practices. To fulfill this duty, they should develop a comprehensive understanding of both local employment laws and the rights and protections afforded to job applicants in their region (Yusuf et al., 2025). This includes familiarizing themselves with relevant legal frameworks as well as Islamic principles governing labor, contracts, and justice.

Before initiating the hiring process, employers should create a structured plan that aligns with both legal requirements and Islamic values. Such a plan may include:

- a) **Ensuring proper business registration:** Employers must obtain their registration, identify their business for tax purposes, and register with the state's employment department and make regular tax payments to comply with state employment tax requirements.
- b) **Verifying that appropriate employee tax withholdings are in place:** Employers must withhold federal income tax, Social Security tax, and Medicare tax from their employee's wages and pay these taxes to the authority.
- c) **Obtaining workers' compensation insurance to minimize business liability:** The workers compensation insurance provides benefits to employees who are injured or become ill as a result of their job duties.
- d) **Ensuring all required notices are posted in the workplace, as mandated by the law:** Examples of notices that may be required to be posted include the minimum wage notice, the Employee Protection Act notice, the Family and Medical Leave Act notice, and the Occupational Safety and Health Administration (OSHA).

Consulting with the Islamic practices and industry peers and local legal professionals can provide valuable insights for developing a compliant hiring plan, ultimately helping businesses avoid illegal hiring practices, Yusuf et al (2025). Examples of notices that employers may be required to

post include those related to the minimum wage, the Employee Protection Act, the Family and Medical Leave Act (FMLA), and the Occupational Safety and Health Administration (OSHA) standards. These postings ensure transparency and inform employees of their rights and protections under labor laws.

To further strengthen compliance, employers should consult not only with legal professionals and industry peers but also with Islamic ethical guidelines. Integrating Islamic principles – such as justice (*'adl*), honesty (*sidq*), and fulfillment of contracts (*'uqud*) – with legal and industry best practices can provide valuable insight into developing a hiring plan that is both lawful and ethically sound. This dual approach helps organizations uphold their religious responsibilities while minimizing the risk of illegal or exploitative hiring practices (Yusuf et al., 2025).

HRP and Recruitment for Multinational Corporations

Corporations around the world recruit and select qualified personnel who are well-suited to perform their respective tasks and responsibilities. However, a key challenge these organizations face lies in determining the appropriate number of managers and employees needed, as well as identifying the most effective methods for attracting and selecting top talent (Novita, 2023).

These challenges can be better understood and addressed through the following considerations:

Human Resource Planning in Multinational corporations

The Islamic perspective on recruitment for multinational corporations does not significantly differ from that applicable to local organizations. At its core, the process must be guided by fairness, transparency, and justice – ensuring that the most qualified and morally upright individual is selected for the role. The Qur'an emphasizes justice in all affairs:

"Indeed, Allah commands justice, kindness, and giving generously to relatives. And do not judge between people with injustice." (Qur'an 4:58)

Similarly, Surah An-Nisa (4:135) commands believers:

“O you who have believed, stand firmly for justice, bearing witness for Allah, even if it be against yourselves or your parents or relatives.”

These verses underscore the Islamic imperative to make hiring decisions based on merit, integrity, and impartiality – principles that are especially vital in the complex, cross-cultural environment of multinational enterprises.

To uphold justice and strategic effectiveness in international recruitment, the following steps should be followed:

1. Assessing Current Human Resource Inventory

The first step involves conducting a comprehensive audit of the organization’s existing workforce. This includes collecting data on employees’ educational background, specialized skills, language proficiency, work experience, and cultural competencies. Such an inventory helps identify internal candidates suitable for international assignments.

2. Forecasting Future Human Resource Needs

The second step is to project future staffing requirements, particularly in light of the company’s intention to expand into foreign markets. Key questions include: What type of personnel will be needed? Should the company rely on expatriates, local hires, or a hybrid model? Accurate forecasting ensures alignment between business strategy and talent acquisition.

3. Developing a Strategic Recruitment Plan

The third step involves designing a recruitment strategy to fill vacant positions—either internally or externally. For companies lacking experienced international managers, promoting from within can be an effective approach, especially if the candidate has prior exposure to diverse cultures or established networks in the host country.

Alternative recruitment sources include:

- Hiring foreign graduates who studied in the firm's home country and are familiar with its culture and language.
- Appointing local managers in host countries, particularly when deep cultural knowledge is essential for the role.
- Recruiting locally for non-managerial positions requiring specialized technical skills.
-

4. Selection for International Assignments

The selection process for multinational roles goes beyond technical competence. It involves identifying candidates with high cultural intelligence, adaptability, and interpersonal sensitivity. As Novita (2023) notes, successful international assignees must demonstrate the ability to bridge cultural differences and adapt to new ways of life in the host country.

Equally important is the ability of local managers to collaborate effectively with expatriate colleagues from different cultural backgrounds. Cultural fit, emotional resilience, and cross-cultural communication skills are critical success factors. During selection, candidates are often assessed on:

- Willingness to adapt to new cultural norms.
- Sensitivity to racial, ethnic, and religious differences.
- Capacity to manage ambiguity and maintain professionalism in diverse environments.

In Islam, recruitment is not merely a technical process but a trust (*amānah*) that must be fulfilled with justice, honesty, and responsibility. For multinational corporations, this means selecting individuals who are not only skilled but also culturally aware and ethically grounded. When guided by Islamic principles, international HR practices can foster inclusive, effective, and spiritually aligned organizations.

Multinational Staffing Strategies

Staffing for multinational corporations should be fair and just and should be based on justice and equality and all applicants should be given equal

chance to compete among themselves.

The most valuable resource in any successful multinational corporation is its people. The strategic importance of human resources and effective human resource management is evident in the high performance of well-trained, motivated, and productive employees. However, managing human resources in an international context differs significantly from domestic HR management due to variations in legal, economic, political, and cultural environments across countries.

A key concern in international HR management involves the employment of expatriates in long-term assignments abroad. To address these complexities, multinational corporations adopt specific staffing strategies—commonly referred to as international staffing policies—which are shaped by organizational goals and the extent to which cultural differences are recognized and valued (Dappa & Akhigbe, 2023).

Given the critical role of culture in global business operations, multinational companies typically follow four main approaches to staffing:

a) Ethnocentric Staffing Strategy

This staffing strategy allows employees who believe in the superiority of their own culture over others to manage operations outside their country. In other words, the strategy is used by companies that are interested in maintaining strong control over decision making without decentralisation. As a consequence, they ensure that only they formulate and design policies that will work in every country where they operate.

When subsidiaries are staffed with expatriates in top management positions, they only want to gain control of centralized decision making more than when managed by host nationals. Multinationals using ethnocentric staffing policy expects that their expatriate managers are to transfer the culture and philosophy of headquarters with which they could work with host nationals. There are several reasons why most multinationals are interested in this policy. One of which is that

people who are qualified are not always available more especially in the developing and newly industrialized nations.

It is also used as a socialization strategy through which corporate managers who have climbed the corporate ladder in the organization infuse branch offices with corporate culture. There is also the feeling that managers from home countries will be interested more in the company than host country employees. The ethnocentric policy has some disadvantages. One of it is that the cost of relocating managers from home country, bonuses received from relocating the entire families are very expensive. It can also create disorder in the home country because of the lower-level employees who could perceive that their needs may not be well understood by foreign managers.

b) Polycentric Staffing Strategy

This policy is devised by some multinationals to give nationals some degrees of independence in making decision. The strategy allows employees from the host country to manage operations of the subsidiaries. This policy has positive effects on both top, middle and lower-level managers. However, it does not imply that host country personnel should run the company in any way they seem fit

c) Geocentric Staffing Strategy.

Multinational corporations that adopt a geocentric staffing strategy aim to achieve coherence in global organizational culture. This approach reflects the company's desire to integrate its foreign subsidiaries into a unified, globally aligned entity. Under this strategy, positions are filled based on merit and qualifications rather than nationality. Managers may be selected from the home country, host country, or a third country, ensuring that the most capable individuals lead operations regardless of origin.

As a result, a shared global culture emerges, where both headquarters and subsidiaries identify as part of a single, integrated international organization rather than operating under hierarchical or ethnocentric influence. The geocentric approach fosters a sense of global unity and

reduces cultural silos within the company.

This strategy features one of the most complex organizational structures, requiring strong communication, coordination, and integration across national and cultural boundaries. It enables firms to develop managers who are culturally adaptable, globally competent, and skilled in navigating cross-cultural environments. Additionally, it helps break down nationalistic barriers among employees working in the same office, promoting collaboration and inclusivity.

However, the geocentric approach also has drawbacks. It can be costly, as attracting and retaining managers with high cross-cultural competence and global expertise typically involves competitive compensation packages. The investment in training, relocation, and ongoing support further adds to the financial burden.

From an Islamic perspective, the integrity, sincerity (*ikhlas*), and trustworthiness (*amānah*) of those involved in recruitment are paramount. Islam emphasizes justice (*‘adl*) and fairness in all administrative processes, especially in appointing individuals to positions of responsibility. Unjust or biased hiring practices are strictly prohibited, as the Qur’an commands believers to uphold justice even if it goes against personal interests (Qur’an 4:135). Therefore, in implementing a geocentric staffing model, organizations must ensure that selection is based on merit, moral character, and capability – aligning both strategic goals and Islamic ethical principles.

Recruitment and other HR activities

Recruitment and selection is a key discipline within human resource management that involves a series of structured steps in making hiring decisions—from advertising job vacancies to conducting background checks, pre-employment drug testing, and other assessment procedures (Perkasa et al., 2023). An effective HR management strategy for recruitment and selection includes evaluating the performance of recruiters and hiring managers, tracking cost per hire, and analyzing turnover rates linked to

poor hiring decisions.

Therefore, fairness and justice must be upheld throughout the process to ensure its integrity and legitimacy. From an Islamic perspective, managers are required to exercise the highest degree of fairness and transparency. Any form of discrimination or bias among applicants—especially when not based on objective, job-related criteria—is strictly prohibited. Islam emphasizes equitable treatment for all individuals, regardless of race, ethnicity, gender, or social background.

Thus, it is essential that managers adhere to the following principles:

1. Strategy

Human resources management strategy determines, among other things, whether recruitment and selection functions are handled in-house. The trend towards outsourcing recruiting functions is prevalent among small businesses that don't have the capital, resources or expertise necessary to manage the full life cycle of the recruitment and selection process.

2. Job Posting

Job posting is an essential component of recruitment because the venue often determines an employer's ability to attract qualified applicants. However, recruiters who attend professional association conferences or participate in campus recruiting events also may attract qualified applicants, albeit at a higher cost than sourcing candidates via Internet posting and advertising using professional networking and social media sites.

3. Interview Process

HR management determines the process for interviewing candidates. For many employers, recruiters conduct preliminary screening by comparing applications and resumes to job requirements. After the initial screening, telephone interviews may narrow the qualified candidate pool for face-to-face interviews. If the employer's managers are entrusted with making wise hiring decisions, they might have the final word on candidates they meet in person for second-round interviews.

Pre-Employment Steps

Pre-employment steps include verifying work history, criminal records and consumer reports for candidates to whom the company extends conditional job offers. Small businesses often outsource background checks because they can take too much time from an in-house recruiter's regular job duties. A recruiter may not have the expertise to conduct an effective background investigation. In addition, many employers require pre-employment drug testing. These recruitment activities are components of an HR management plan for supporting good hiring decisions.

Cost Per Hire

Lengthy selection processes also create higher costs per hire. HR management ensures that the selection process is not so long that it discourages candidates. Prolonged selection processes can result in losing qualified candidates to competitors with streamlined hiring processes. Employers calculate cost per hire based on the time recruiters spend sourcing candidates, evaluating qualifications and interacting with hiring managers, plus fees for advertising, background investigations and drug tests. Minimizing cost per hire is an HR management strategy.

Interviews for human resources positions, ideally, become a fluid exchange between the company's leadership and the HR candidate. Your ability to answer and ask questions is more essential in this type of interview than interviews for any other job in the organization. The fact that you're interviewing for a position that may ultimately determine the strengths and capabilities of the organization's workforce should illustrate how insightful your responses are to the recruiters and hiring manager.

Preliminary Screening

The preliminary screening for an HR position generally involves an assessment of your professional background as well as your knowledge of HR best practices and procedures. The recruiter who conducts the preliminary interview by telephone or face-to-face also may determine

whether your skill set is that of an HR generalist or HR specialist. Many of the job postings for HR positions specify whether the company needs a generalist or specialist, therefore, determining this during the first interview is necessary for appropriate screening of job applicants.

In-Person Interviews

Depending on the HR position you have applied for, your in-person interview may consist of a meeting with the recruiter and another interview with the manager in charge of the discipline for which you're qualified. In small businesses, an interview for an HR position could be with the company's owner, a high-level manager or company executive. If the company does not have a dedicated HR department, you could be interviewing with a member of the company's top leadership. Larger organizations that have dedicated HR departments may have several layers and disciplines; therefore, your initial interview might be with an HR department manager and your final interview with the HR director.

Functional Expertise

Qualifications for HR positions are based, in part, on job knowledge and functional expertise. Candidates for specialist positions, such as compensation, benefits, employee relations, safety or recruitment, are likely to be asked discipline-specific questions. For example, a compensation and benefits specialist may be asked to explain whether she understands employers' obligations under the U.S. health care reform laws or if she has experience negotiating group health care plans with insurers. Likewise, a candidate for an HR management role might be asked about her expertise in all of the HR areas, as her job would entail managing the workflow and assignments for HR specialists as well as HR generalists.

Core Competencies

Given the nature of the HR field and its visibility throughout the workplace, candidates for HR positions generally have core competencies that include strong communication skills, conflict resolution and negotiation skills, and the ability to develop relationships with employees at every

level within the organization. During an interview for an HR position, many of the questions will be behavioral interview questions that enable the hiring manager to discern whether you have what it takes to work well with others, often regarding confidential or sensitive workplace issues.

Professional Characteristics

Interviews for HR positions also focus on what the candidate perceives is the role of HR and the company's strategic partnership with HR. Companies looking for progressive-minded HR practitioners will look for candidates that can implement HR strategic plans, which includes developing the action plans to put strategy into place. In other words, an HR candidate who has both the tactile skills and the ability to engage in long-range planning is likely to be favoured during the interview process. In Islam, recruitment is grounded in the principles of justice (*'adl*) and fairness, as organizations carry out this function as a trust (*amānah*) from Allah. It is a moral and ethical obligation to select the right individuals based on merit, competence, and integrity—free from favoritism, nepotism, or bias.

The Holy Qur'ān emphasizes this duty in Chapter 4, Verse 58:

"Indeed, Allah commands you to render trusts to those to whom they are due, and when you judge between people, judge with justice." (Qur'an 4:58)

This verse underscores the importance of appointing individuals to roles based on their qualifications and character, ensuring that decisions are made impartially and responsibly. In the context of recruitment, it calls on hiring managers to act with accountability, transparency, and equity—fulfilling their role not merely as an administrative task, but as an act of worship when done with sincerity and in accordance with divine guidance.

Human Resource Outsourcing (HRO)

Human resource outsourcing (HRO) refers to the practice of delegating some or all of a company's HR functions to a third-party provider. This enables organizations to focus on their core business activities while specialized external experts manage HR-related tasks such as payroll, benefits administration, compliance, and employee records (Delmotte & Sels, 2008).

From an Islamic perspective, outsourcing is permissible (*halal*) as long as it is conducted in accordance with ethical and contractual principles. Both parties must fully understand the terms of the agreement and fulfill their obligations with honesty and integrity. The Qur'an emphasizes the importance of upholding contracts:

"O my people! Fulfill the contracts of Allah and do not break your covenants after confirming them." (Qur'an 7:85)

This verse underscores the moral responsibility to honor agreements, a principle that directly applies to outsourcing relationships.

Furthermore, the organization outsourcing HR functions has a duty to ensure the process is fair, transparent, and free from bias (Naufal, 2025). The selected provider must be both competent and trustworthy, as the Qur'an advises:

"Indeed, the best person you can hire is the strong (capable) and the trustworthy." (Qur'an 28:26)

This highlights the importance of due diligence in selecting a service provider who possesses the capacity, expertise, and ethical integrity to perform the entrusted duties.

HRO arrangements vary in scope—from basic administrative support and help desks to comprehensive partnerships with Professional Employer Organizations (PEOs) that offer strategic HR planning alongside day-

to-day management. When implemented responsibly, human resource outsourcing not only enhances operational efficiency but also aligns with Islamic values of accountability, justice, and fulfilling one's trust (*amānah*).

What services does HRO typically offer?

HR outsourcing companies generally have dedicated service teams that deliver day-to-day support in the following areas:

- Payroll and tax administration
- Employee training and development
- Policy creation and workplace safety
- Recruitment and onboarding
- Benefits administration
- Compliance and risk management

Why should a business consider HRO?

Businesses that outsource HR may experience a return on investment (ROI) in six key areas:

- **Payroll**
With full-service payroll, employers can take advantage of the best people, processes and technology without having to invest in a bigger in-house team.
- **Integrations**
HRO providers typically manage multiple HR systems from a centralized platform, which means data is more accurate and easier to access.
- **People**
Aided by their outsourcing partner, employers may be able to offer their employees better benefits, thereby improving engagement and attracting new talent.
- **Risk**
HRO professionals know the regulatory landscape and can help manage liabilities, such as workplace safety, changes in tax laws, leaves of absence and employee relations issues.

- **Time**

Leaving payroll and HR to experts gives employers the opportunity to focus more of their time on bigger picture initiatives that move their business forward.

How to choose an HRO provider

When they're in the market for an HRO, employers generally ask the following questions to determine if a provider is a good fit:

What services are needed?

Some businesses may only require help in one specific area, like payroll, while others may need a full suite of HR services.

Does the HRO provider have a track record of success?

Feedback from current and previous customers, as well as third-party reviews, provide a window into how well a provider delivers on its promises.

What is the estimated cost?

Provider fees vary, but most charge by the number of employees and how many services are required.

What expertise does the client service team have?

Ideally, a provider's client support team should include experts in benefits, payroll, HR, and risk and safety, and have credentials in industry-standard programs.

How will business be conducted?

Depending on individual needs and preferences, the HRO provider may either offer web-based support or will come on site.

Does the customer service meet expectations?

Providers that are responsive and answer questions in detail during the evaluation process are generally more likely to provide quality customer service later.

Conclusion

Human Resource Planning (HRP) from an Islamic perspective emphasizes the strategic alignment of human capital with organizational goals, grounded in ethical principles derived from the Qur'an and Sunnah. It begins with the recognition that every individual is a creation of Allah, endowed with dignity (*karamah*) and rights that must be upheld throughout the employment lifecycle.

Effective HRP involves forecasting future workforce needs, developing proactive strategies to meet those needs, and ensuring that all processes – particularly recruitment – are conducted with fairness (*'adl*), justice, and transparency. In Islam, recruitment is not merely a technical function but a moral responsibility (*amānah*). It must be free from discrimination based on race, gender, ethnicity, or social status. Instead, selection should be based on merit, competence, skills, and moral character (*akhlaq*).

The Prophet Muhammad (peace be upon him) exemplified this principle by appointing individuals to positions based on their integrity, capability, and trustworthiness – not lineage or favoritism. For instance, he appointed Bilal ibn Rabah, a former enslaved man of African descent, as the first muezzin, affirming that merit and faith outweigh social hierarchy.

Therefore, organizations should design recruitment strategies that assess not only technical qualifications but also ethical conduct, personal integrity, and the potential to contribute to a respectful and harmonious workplace. By integrating Islamic values into HRP and recruitment, businesses can build a just, inclusive, and spiritually conscious workforce aligned with both organizational success and divine accountability.

Review questions

1. What is the Islamic perspective on the importance of fairness and justice in the recruitment and selection process?
2. What are the key principles that guide the Islamic perspective on recruitment and selection?
3. How should employers select candidates from the Islamic perspective?
4. What is the significance of transparency in the Islamic perspective on recruitment and selection?

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MOTIVATION

The Qur'an, in Chapter 28, Verse 26, highlights the importance of trust and responsibility in human resource management:

"Indeed, the best person you can hire is the strong (capable) and the trustworthy."
(Qur'an 28:26)

This verse underscores a foundational principle in Islamic HR management—the need to appoint individuals based on competence and integrity, and to manage human resources with care, accountability, and in service to divine principles. Human resource practices in Islam are not merely administrative functions but acts of worship (*'ibadah*) when carried out with sincerity and responsibility.

Further reinforcing this ethical framework, Qur'an 4:135 commands believers to uphold justice in all matters, including employer-employee relationships:

"O you who have believed, stand firmly for justice, even if it be against yourselves or your parents or relatives."

This divine instruction calls for equity, fairness, and respect in the workplace—ensuring that employees are treated with dignity and justice. As Allah is fully aware of all actions—"Indeed, Allah is ever, with what you do, Acquainted" (Qur'an 4:135)—this awareness (*taqwa*) becomes a powerful internal motivator for ethical conduct in management (Abdullah et al., 2025).

Motivation in the Islamic and Psychological Context

Motivation is the internal drive that propels individuals to act in pursuit of meaningful goals. It is a critical force in setting objectives, achieving success, and sustaining human effort. In organizational life, motivation fuels productivity, fosters healthy competition, and strengthens social connections within teams. Its absence, on the other hand, can lead to disengagement, reduced performance, and even mental health challenges such as depression.

From an Islamic perspective, motivation is deeply linked to purpose (*maqasid*), accountability, and serving a higher good. Employees are encouraged to work not only for material gain but as a form of *ibadah* (worship), knowing that their efforts are observed by Allah. This spiritual dimension enhances intrinsic motivation and fosters a sense of meaning and responsibility.

As Kirstein (2010) notes, motivation encompasses the desire to strive toward purpose, meaning, and a life worth living. When aligned with Islamic values, organizational motivation becomes more than performance management—it becomes a pathway to personal growth, social contribution, and divine satisfaction.

Learning out come

By the end of this chapter:

1. The learners should be able to practice how human resource is motivated within the islamic context.
2. The learners should be able to mention and explain the theories of motivation and human.
3. The learners should be able to draw the link between motivation and human resource development

What Are the Types of Motivation?

The two main types of motivation are frequently described as being either extrinsic or intrinsic.

- **Extrinsic motivation** arises from outside of the individual and often involves external rewards such as trophies, money, social recognition, or praise.
- **Intrinsic motivation** is internal and arises from within the individual, such as doing a complicated crossword puzzle purely for the gratification of solving a problem

Why Motivation Is Important

Motivation serves as a guiding force for all human behavior. So, understanding how motivation works and the factors that may impact it can be important for several reasons.

Understanding motivation can:

- Increase your efficiency as you work toward your goals
- Drive you to take action
- Encourage you to engage in health-oriented behaviors
- Help you avoid unhealthy or maladaptive behaviors, such as risk-taking and addiction
- Help you feel more in control of your life
- Improve your overall well-being and happiness

What Are the 3 Components of Motivation?

If you've ever had a goal (like wanting to lose 20 pounds or run a marathon), you probably already know that simply having the desire to accomplish these things is not enough. You must also be able to persist through obstacles and have the endurance to keep going in spite of difficulties faced. These different elements or components are needed to get and stay motivated. Researchers have identified three major components of motivation: activation, persistence, and intensity.

- **Activation** is the decision to initiate a behavior. An example of activation would be enrolling in psychology courses in order to

earn your degree.

- **Persistence** is the continued effort toward a goal even though obstacles may exist. An example of persistence would be showing up for your psychology class even though you are tired from staying up late the night before.
- **Intensity** is the concentration and vigor that goes into pursuing a goal.⁵ For example, one student might coast by without much effort (minimal intensity) while another student studies regularly, participates in classroom discussions, and takes advantage of research opportunities outside of class (greater intensity).

Motivation, a fundamental influence on employee behaviour

The Qur'an, in Chapter 39, Verse 53, offers profound hope and encouragement:

"Say: O My servants who have transgressed against their souls, do not despair of the mercy of Allah. Indeed, Allah forgives all sins. Indeed, He is the Oft-Forgiving, Most Merciful." (Qur'an 39:53)

This verse highlights Allah's boundless mercy and serves as a powerful reminder that every individual has the capacity for growth, change, and redemption. In the context of human resource management, it underscores the importance of motivation—encouraging employees, restoring confidence, and fostering a culture of continuous improvement rather than punishment or despair.

Motivation plays a central role in shaping workplace behavior. It influences the direction, intensity, and persistence of job-related actions. As Kirstein (2010) explains, motivation is driven by internal and external forces that initiate, guide, and sustain goal-oriented behavior. It arises from individual needs, desires, goals, and values, and serves as the engine of achievement, engagement, and productivity.

Various motivational theories—such as Maslow's hierarchy of needs,

achievement goal theory, and self-determination theory—offer valuable insights into what drives human behavior at work. Key factors that influence motivation include goal setting, constructive feedback, meaningful job design, autonomy, recognition, and a supportive work environment.

Organizations can enhance motivation by fostering intrinsic drivers—such as purpose, mastery, and belonging—alongside fair compensation. Managers play a crucial role by:

- Identifying the unique motivators for each employee,
- Providing autonomy and opportunities for growth,
- Involving employees in decision-making, and
- Recognizing and appreciating their contributions.

However, motivation must be grounded in ethics and accountability. Every organization expects its employees to act responsibly, adhere to rules and regulations, and uphold professional codes of conduct. Workplace ethics are not optional—they are a moral obligation. Each individual is accountable for their behavior, both to the organization and to their Creator.

While financial compensation is a legitimate and important motivator, it should not be the sole reason for coming to work. Moral values, discipline, integrity, and a sense of purpose are equally vital. As Muslims, we are taught that we will be questioned about every aspect of our lives—including how we earned our livelihood. Therefore, one must ask: *How can we accept a paycheck if we are uncertain about the value of our contribution?* Being honest with oneself and the organization is not just professional—it is an act of faith. The way we behave at work reflects our character, upbringing, and inner values. Gossiping, spreading rumors, theft, or engaging in petty conflicts not only damage team morale but also violate the Islamic principles of honesty (*sidq*), trust (*amānah*), and dignity (*karamah*).

In Islam, work is worship when done with sincerity (*niyyah*) and integrity.

Employees are encouraged to excel in their duties, not out of fear, but out of consciousness of Allah (*taqwa*)—knowing that He sees all actions, intentions, and efforts.

Motivation plays an important role in employee behavior.

Managers play a pivotal role in shaping a culture of professionalism, accountability, and ethical behavior within the workplace. They should inspire their team members to act as mature, responsible professionals and encourage them to set positive examples for others (Ahmad et al., 2024). When employees understand that respectful and ethical conduct enhances their personal reputation and career growth, they are more likely to internalize these values and stand out as role models.

It is essential for managers to build trust and open communication by regularly engaging with team members. Take time to listen—ask if they are facing challenges, need support, or require guidance. When employees feel genuinely cared for, their sense of belonging and commitment increases significantly.

Recognize and appreciate effort. A simple “Well done,” “Great job,” or public acknowledgment such as “Excellent work on that project!” can have a powerful motivational impact. Acknowledge achievements in team meetings or through visible platforms like notice boards, newsletters, or internal communications. Public recognition not only validates individual contributions but also reinforces desired behaviors across the team.

Consider implementing motivational initiatives such as:

- Employee of the Month
- Star of the Week
- Best Performer Awards

These programs not only boost morale but also encourage employees to uphold high standards of conduct and performance.

Beyond recognition, trust your team. Assign meaningful responsibilities,

involve them in decision-making, and empower them with autonomy. When employees feel trusted and valued, they are more likely to act with integrity and initiative. Avoid micromanagement—be fair, reasonable, and empathetic. For example, respect personal milestones; there is no need to expect employees to work on their birthdays.

Promote work-life balance. Encourage staff to complete their tasks efficiently and leave on time to spend quality time with family and friends. A healthy balance leads to greater job satisfaction, reduced burnout, and increased loyalty.

Get to know your team on a personal level—within professional boundaries. Understanding their aspirations, challenges, and strengths helps build stronger relationships and a more supportive work environment. After all, individuals spend a significant portion of their lives at work; it should be a place where they feel respected, seen, and valued.

Address root causes of misconduct. Unethical behavior—such as theft or disengagement—often stems from unmet needs, financial stress, or job-role mismatch. Ensure timely payment of salaries and fair work assignments aligned with employees' qualifications, expertise, interests, and capabilities. Clearly communicate roles, responsibilities, and performance expectations from the outset.

Regularly monitor performance and provide constructive, timely feedback. Address concerns with empathy, not punishment. Show employees that they are indispensable members of the organization—not just human resources, but human beings with dignity and potential.

When employees feel respected, supported, and purposeful, ethical behavior becomes natural—not because they are told to behave, but because they choose to. As the Prophet Muhammad (peace be upon him) said: *"The best of you are those who are best in character."* True professionalism begins within.

Motivation theories

Three theories of motivation

Islam motivates individuals to live in a manner that benefits them in both this life and the hereafter by emphasizing divine rewards for obedience and consequences for disobedience. This belief system serves as a powerful intrinsic motivator, encouraging excellence in all aspects of life, including work performance. In Islam, actions are not only judged by their outcomes but by the intention behind them (*niyyah*), making sincerity a cornerstone of motivation.

Greater emphasis is placed on the spiritual and religious dimensions of motivation, where individuals are inspired to perform good deeds—not out of fear alone, but out of love for Allah and the desire to attain His pleasure (*ridwan*). A key insight in Islamic teachings is that true understanding of the faith comes when one recognizes hardship as a blessing and test from Allah, and comfort or luxury as a potential trial that demands gratitude and responsibility.

The primary sources of motivation in Islam are the Qur'an and the Sunnah (traditions of the Prophet Muhammad ﷺ), which provide comprehensive guidance on perseverance, patience (*sabr*), gratitude (*shukr*), and accountability (Rayhani & Ramli, 2024). These sources form a robust foundation for ethical and sustained motivation in personal and professional life.

The following are some of the most well-known theories of motivation—both secular and faith-aligned—that can be effectively applied in the workplace to foster engagement, productivity, and moral responsibility (Bandhu et al., 2024).

1. Herzberg's two-factor theory

Frederick Herzberg designed a theory regarding employee satisfaction that focuses on two primary factors: motivation and hygiene. Hygiene factors are considered to decrease employee motivation and include

issues such as working conditions, administrative and company policies, status, security, salary, interpersonal relationships and supervision. When employees feel dissatisfied in any of these areas, employee motivation typically decreases. Motivation factors included in Herzberg's theory include the work itself, growth, recognition, advancement, achievement and responsibility. When employees feel a sense of satisfaction and inclusion in all or most of these areas, their motivation is likely to increase.

2. McClelland's theory of needs

Another well-known theory that centers on employee motivation is McClelland's theory of needs. According to David McClelland, every individual experiences one of three primary driving motivators. These motivators include the need for achievement, the need for power or the need for affiliation. Understanding which team members respond to which motivators is key when implementing this theory. Common characteristics of individuals in each motivator category include:

- **Affiliation:** Individuals who want to be part of a group and liked by others, prefer collaboration over competition or independent work and don't enjoy uncertainty or high risk are often motivated by affiliation factors.
- **Achievement:** Individuals who have a strong drive to set and accomplish goals, enjoy working alone, are willing to take calculated risks and want to receive regular feedback on their accomplishments and progress are often motivated by achievement in the workplace.
- **Power:** Individuals who prefer to influence and oversee others, enjoy competition, status and recognition and like to win arguments are often motivated by power in the workplace.

3. Vroom's theory of expectancy

Vroom's theory of expectancy, sometimes referred to as expectancy theory, is based on the separation of performance, effort and outcomes. This theory assumes that employee behavior comes from conscious choices made in the pursuit of minimizing pain and maximizing pleasure.

Vroom emphasized the importance of individual factors that influence motivation, such as skills, personality, experience and abilities. He used three variables to account for an individual's motivation, which include:

Expectancy

This refers to the concept that increasing the effort put forth during a task will increase the overall performance. Expectancy is influenced by an employee's access to resources, skill set and support to complete the job. For example, a person believes that the more effort they put into their work, the more support they receive from others to continue excelling in their work.

Instrumentality

This variable refers to the idea that the intended outcome will be achieved if a person performs better. Instrumentality is affected by whether the individual has a good understanding of how performance impacts outcome, trust in management and transparency when it comes to management deciding who achieves a certain outcome. For example, a person believes that recycling more often at work leads to fewer overall resources being used by the organization.

Valence

This variable is the perceived value the employee places on the outcome of their work. For valence to be effective, the employee should be motivated to achieve an outcome and be able to understand its importance. For example, a writer might not be motivated to write an article that will not be read by many people but may prioritize an article that millions of people would read.

Motivation as a link to Human resource development

How to motivate employees

Islam emphasizes that employers should reward employees fairly in accordance with their performance, as fair compensation and recognition

are not only acts of justice but also powerful sources of motivation (Rayhani & Ramli, 2024). When employees feel valued and appreciated for their contributions, they are more likely to strive for excellence and remain committed to their roles.

Employers are encouraged to recognize and acknowledge employee efforts—both publicly and sincerely—as this fosters a sense of dignity, belonging, and purpose. In Islamic teachings, such recognition aligns with the principle of *ihsan* (excellence in conduct) and reinforces a culture of gratitude and mutual respect.

When performance issues arise, Islam advocates for a balanced approach: improving employee capabilities through training, mentoring, and constructive feedback. While disciplinary measures may be necessary in cases of negligence or misconduct, they should be applied fairly, justly, and as a last resort—always with the intention of reform rather than punishment.

To sustain long-term motivation, employers should align employees' roles with their responsibilities and personal values by implementing comprehensive workplace programs grounded in Islamic principles. Such programs should consider meaningful job design, equitable benefits, and spiritual well-being, ensuring that work is not merely a transaction but a form of worship (*'ibadah*) performed with sincerity and accountability to Allah (Rayhani & Ramli, 2024).

Strategies for Enhancing Motivation

Everyone experiences fluctuations in motivation and willpower. There are times of high energy and focus, and moments of doubt or fatigue. When motivation wanes, intentional strategies can help reignite drive and purpose. Consider the following practical steps:

1. **Align goals with personal values:** Focus on objectives that are truly meaningful to you. Goals rooted in what matters most—faith, family, growth, service—are more likely to sustain motivation during challenges.
2. **Break large tasks into smaller steps:** When a goal feels

overwhelming, divide it into manageable actions. For example, instead of aiming to lose 10 pounds at once, focus on losing 2–3 pounds at a time. Progress builds momentum.

3. **Build self-confidence:** Research shows a strong link between confidence and motivation. Strengthen your belief in your abilities by developing skills, seeking feedback, and celebrating small wins.
4. **Reflect on past achievements:** Remind yourself of what you've already accomplished and the strengths you possess. This helps counter self-doubt and reinforces your capacity to succeed.
5. **Address areas of insecurity:** Identify skills or knowledge gaps and take proactive steps to improve them. Growth in competence leads to greater confidence and motivation.

In Islam, motivation is not solely driven by external rewards, but by inner conviction, accountability to Allah, and the pursuit of excellence in all endeavors. When organizations combine fair treatment, meaningful work, and personal development—rooted in Islamic ethics—they create environments where employees are not only productive but spiritually fulfilled and morally empowered.

Causes of Low Motivation

There are a few things you should watch for that might hurt or inhibit motivation levels amongst your employees. These include:

- **All or nothing thinking:** If you think that you must be absolutely perfect when trying to reach your goal or there is no point in trying, one small slip-up or relapse can zap your motivation to keep pushing forward.
- **Believing in quick fixes:** It is easy to feel unmotivated if you cannot reach your goal immediately but reaching goals often takes time.
- **Thinking that one size fits all:** Just because an approach or method worked for someone else does not mean that it will work for you. If you don't feel motivated to pursue your goals, look for other things that will work better for you.

Conclusion

From an Islamic perspective, motivation is deeply rooted in spiritual beliefs and the understanding of human purpose as defined by divine revelation. Unlike many conventional Western theories—which often emphasize material rewards, psychological needs, or self-actualization—Islamic motivation centers on the individual's role as a servant of Allah (*'abd*) and His vicegerent (*khalīfah*) on Earth. This worldview transforms motivation into a holistic concept that bridges the temporal and the eternal.

Islamic motivation integrates both intrinsic and extrinsic drivers, where actions are not solely pursued for personal gain, but primarily to fulfill religious duties and earn the pleasure of Allah (Allah's *ridwān*). Central to this is the concept of *niyyah* (intention), which determines the spiritual value of any deed. As the Prophet Muhammad (peace be upon him) said: *"Indeed, actions are by intentions, and every person will have only what they intended."* (Sahih al-Bukhari)

In this framework, fulfilling basic physiological and material needs is recognized as essential—Allah does not reject the legitimate desires of the self. However, equal, if not greater, importance is placed on nurturing the soul through righteous deeds (*amal al-sālih*) and sincere intentions. Work, when performed with faith and accountability, becomes a form of worship (*'ibādah*), elevating everyday tasks to acts of devotion.

This perspective calls on individuals to seek beneficial knowledge, contribute positively to society, and conduct themselves with integrity and compassion—always mindful that they will be held accountable before Allah on the Day of Judgment. Thus, motivation in Islam transcends worldly outcomes; it is sustained by faith, purpose, and the enduring hope for divine reward in both this life and the hereafter.

Review questions

1. What is the definition of motivation in the context of Islamic teachings?
2. How does motivation differ between conventional Western theories and Islamic perspectives?
3. What role does intention (*niyyah*) play in motivation according to Islamic teachings?
4. In what ways can understanding Islamic motivation theories improve management practices in Muslim-majority countries?
5. What are some examples of intrinsic motivators highlighted in Islamic teachings?
6. How do concepts like accountability (*hisab*) influence motivation among Muslims?
7. What impact does management support have on individual motivation from an Islamic perspective?
8. How can organizations incorporate Islamic motivational principles into their workplace culture?
9. What is the significance of good deeds (*amal al-sālih*) in motivating individuals according to Islam?
10. How does understanding human nature from an Islamic viewpoint contribute to effective motivational strategies?

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HUMAN RESOURCE DEVELOPMENT TRAINING PROGRAMS

What Are HRD/Employee Training Programs?

According to Gunawan (2024), human resource development (HRD) in Islam encompasses the holistic development of both spiritual and human virtues. Muslims are encouraged to seek knowledge—not only in matters of faith (*‘ilm al-dīn*) but also in professional and technical competencies relevant to their work. This pursuit of knowledge (*talab al-‘ilm*) is considered a religious obligation and a means of fulfilling one’s role as a responsible steward (*khalifah*) in society.

The Qur’an emphasizes ethical treatment of workers:

“Do good to those whom your right hands possess” (Qur’an 4:36, often cited in discussions of labor ethics).

Islamic scholars have interpreted this verse as a call to treat employees with kindness, justice, and care—including by providing them with training and development opportunities. In this light, offering education and skill enhancement is not merely an organizational benefit but an act of *ihsān* (excellence in conduct) and social responsibility.

From an Islamic perspective, HRD programs are designed to enhance employees’ professional knowledge and skills while simultaneously nurturing their spiritual, moral, and ethical character—particularly as it applies to the workplace. Thus, HRD in Islam is viewed as an integrated and balanced process aimed at developing the whole person: intellectually, professionally, and spiritually.

This holistic approach ensures that individuals are not only competent in their roles but also grounded in values such as honesty, accountability, humility, and service to others. As Kwon et al. (2024) note, employee training programs are systematic initiatives implemented by organizations to improve competencies, performance, and overall effectiveness—goals that align closely with the Islamic vision of continuous self-improvement (*tazkiyat al-nafs*) and excellence in all endeavors (*ihsān*).

Learning outcomes

By the end of this chapter:

1. The learners should be able to demonstrate how human resource can be developed through training within the Islamic context.
2. The learners should be able to point out how to design and implement a human resource training program within the Islamic context.

Employment training

There are instances where some employees report receiving no workplace training. This highlights a curious trend in which most employees rely on self-taught skills despite acknowledging the importance of workplace training for professional growth and team improvement. Employee training is often looked at as an expense rather than an investment by organizations. However, any company that invests in workplace training is investing in its success. Employee training programs serve as a vital tool for organizations seeking to enhance the skills and productivity of their workforce (Jurnalita et al., 2024). These programs are not just a means to fill knowledge gaps; they are a strategic investment in human capital, fostering a culture of continuous improvement and adaptability.

What Are the Different Types of Employee Training Programs?

The Islamic perspective on employee training and development does not oppose on-the-job or off-the-job training methods, provided they align with Islamic principles and ethical boundaries (Shohib et al., 2024). What is essential is that training contributes positively to the holistic

development of the individual—enhancing not only intellectual and professional capabilities but also moral, spiritual, and emotional growth. The ultimate goal of training in Islam is to develop well-rounded individuals who excel in their duties with competence, integrity, and sincerity (*ikhlas*). This includes improving employees' skills, knowledge, and abilities in ways that are directly relevant to their roles and beneficial to the organization (Jurnalita et al., 2024).

Businesses implement various types of training programs based on their size, operational needs, and strategic objectives. The following are among the most common types of workplace training programs:

1. Orientation Training

Effective employee orientation training provides basic organizational information that new hires need to prepare for their role in a company. The orientation program benefits both employees and employers by educating new hires, setting them up for success in their new roles, addressing any questions they might have, and helping them contribute to the organization right away.

2. Onboarding Training

Onboarding training is the process of getting your new hires up to speed, understanding their new responsibilities, getting familiar with company culture, and becoming productive team members quickly. Employee orientation is a 1-2 days process, whereas the employee onboarding process is a series of events that take place for a duration of a week, a month, or even a year in some cases. Onboarding is responsible for truly integrating an employee within an organization.

3. Compliance Training

Compliance training is a type of workplace training mandated by legislation, regulation, or policy. It educates employees on the laws and regulations applicable to their job function or industry. An effective compliance training program helps prevent poor conduct and ensures proper governance in an organization. It helps minimize risks, maintains

reputation, and provides a better and safe workplace environment for employees.

4. Product training

Product training includes all the information about your organization's goods, services, or products that employees need to learn to perform their jobs effectively. Depending on different employee roles, product training focuses on various aspects and has other learning goals. Value-adding product training enables a marketing team to reach the right market and a sales team to answer the critical questions customers are looking for.

5. Leadership training

Leadership training for your existing leaders is a way to refresh and reset their mindset. On the other hand, leadership training for other employees helps them better understand their current roles and learn what it takes to become exceptional leaders in the future. Leadership development training programs have several important benefits, such as increased employee morale and retention.

6. Technical training

There is an infinite number of new software applications and technologies emerging in every industry. In order to avoid the risk of falling behind the competition, employees need to continuously adopt the latest technologies or update existing ones. Technical training enables your workforce to build core technical skills and master the technical aspects of their jobs.

7. Quality assurance training

Quality assurance training helps employees better understand quality assurance activities and improve processes that ensure the final product or service meets set quality standards, which leads to customer satisfaction and loyalty. Quality assurance training benefits organizations in many ways like establishing trust and integrity with customers.

8. Sales Training

Sales training is designed to improve your sales team's skills by teaching them sales techniques, software tools, and novel approaches to selling.

Effective sales training programs focus on helping sales teams define the benefits of products and services, address the unmet needs of the client, and get them one step closer to a purchase.

9. Soft-Skills Training

Soft-skills training programs focus on personal attributes, such as communication, conflict resolution, and problem-solving, that are necessary for an individual's success and career development. Across an organization, in every business unit and employee role, soft skills are crucial for gaining new clients and improving current customer relationships and service metrics.

10. Team Training

Team training encourages beneficial team dynamics, ensures every team member has the same professional growth opportunities and improves employee morale, collective efficacy, and member satisfaction. You can effectively implement team training in a workplace by using your team's input to determine training needs and establishing a training schedule that suits every team member.

11. Diversity Training

Diversity training programs create awareness for diversity-focused issues within the workplace with an aim to facilitate positive interactions and reduce prejudice and discrimination among employees. These programs encourage employees to embrace people with diverse cultures and backgrounds, including race, color, nationality, sexual orientation, religion, gender, physical and mental ability, etc. Implementing a diversity training program is an important step toward reducing the risk of workplace discrimination and harassment claims.

12. Safety training

Safety training is especially important in industries that involve physical labor as it reduces the risk to individual employees as well as a company's potential liabilities. Some safety training programs, such as fire prevention or lockdown drills, are somewhat universal, while others are highly

industry-specific. For instance, companies that use potentially dangerous chemicals will need rigorous safety training protocols, while food-service companies must provide food safety training. Safety training sessions can be held in-house, but organizations usually hire external practitioners with more adequate knowledge to train their employees.

Employee Orientation programs,

New employee orientation is an assimilation process in which new recruits are introduced to their jobs and work environment. Through orientation, new employees become acclimatized to the company, their department, fellow workers, and job requirements (Xie & Zong, 2024). Employee orientation is a program conducted by the HR department to train and enlighten new employees about their roles and company policies. Essentially, new employee orientation assures business owners that new hires transition smoothly into their roles.

Elements of New Employee Orientation

1. Purpose

In some companies, the orientation aspect of training is taken lightly. However, making an employee feel comfortable and secure is crucial to retention and happiness on the job. If an employee starts a position feeling certainty about his surroundings and role, then he is more likely to do good work and want to stay with the company.

2. Philosophy

An integral component of employee orientation is learning the company's philosophy. The best way to thrive in a continually evolving corporate world is to align the company's goals and values with those of its employees. By taking into account various techniques and approaches that employees use, the owner can make better decisions for the overall good of the company. During orientation, a new employee can establish whether the company is family-friendly or individual-oriented. Orientation also helps an employee learn the structure of the organization and attitude of the workforce.

3. People integration

Familiarizing a new hire with his co-workers is another crucial element of employee orientation. For this reason, many companies often train new employees in groups. This enables new recruits to start bonding and forming meaningful relationships with fellow employees right away. Getting to know other employees helps avoid feelings of isolation, which can make a new worker less productive. In some instances, the supervisor may take new recruits to meet the crew they will be working with. For example, if the new employee is part of the marketing team, the supervisor may take the entire group out for lunch.

Importance of new employee orientation

1. Helps to retain top talent

The competition for talent in the corporate world is intense. Every company wants to hire and retain quality talent. In the past, a company owner only needed to offer a high salary to entice the top talent. However, things have changed considerably in that respect over the years. As companies continue to compete for the top employees, they are often winning them by offering more and better perks. In many instances, it's the intangible aspects of a job that employees value the most. Therefore, it's key for companies to foster a strong, friendly company culture and to maintain an impeccable employee orientation program.

2. Earns trust

The first day can be daunting for a new employee. The individual often does not know what he's supposed to do, where to go, who to consult, or how to perform specific tasks. A solid orientation program helps new employees learn more about their roles and also enlightens them on organizational practices. A new employee will feel more valued if, for example, he's taken to meet the executive leadership team.

3. Reduces turnover

One common phrase among employees who quit is that they do not usually quit the job but the company. Without orientation, a new employee

frequently struggles to find his place among co-workers. The individual may also find it challenging to interact with management, especially if they are not sure of how to deliver on expectations. When an employee quits, the company experiences a significant loss. It must go through the recruitment process all over again. Owners need to advertise the position, short-list candidates, and conduct interviews, all of which is a very time-consuming process. Frequent employee turnover can often be avoided by formulating a solid orientation program that helps new hires ease into their roles.

Ways to Improve New Employee Orientation

To ensure that a company is making the most of its orientation program, there are a couple of points it should consider. For starters, the supervisor should come up with a proper outline of all the aspects to be covered during the orientation process (Xie & Zong, 2024). Here are a few guidelines to improve the orientation process:

1. Remember to include introductions during the orientation

It is crucial for the new hires to feel comfortable and acquainted with their colleagues. Introductions make it easy to connect with those they'll be working with.

2. Avoid overloading new hires with huge loads of information

To prevent information overload, the orientation program should be stretched over several days. This enables new employees to process and retain the information better.

3. Always start off the orientation program with the most important details

New hires are more attentive on their first day, making this the best time to cover crucial issues such as company procedures.

Employment development

In Islam, every individual is encouraged – indeed, considered obligated – to seek lawful employment and earn a livelihood through their own

efforts to meet their personal and family needs. The Qur'an and Sunnah emphasize self-reliance and dignity in work, discouraging dependency and begging when one is capable of earning (Ahmad et al., 2024). Importantly, income must be earned through *halal* (permissible) means, reflecting Islam's strong ethical standards regarding livelihood and economic conduct.

From an Islamic perspective, employment development goes beyond professional advancement—it encompasses spiritual growth, moral responsibility, and organizational contribution. Work itself is viewed not merely as a means of survival, but as a form of worship (*'ibadah*) when performed with sincerity (*niyyah*) and integrity. The Prophet Muhammad (peace be upon him) said: *"When a person works honestly to support his family, it is counted as an act of worship."* This elevates labor to a sacred duty, aligning personal effort with religious devotion.

Employee development, therefore, is the process of supporting individuals in progressing within their roles by acquiring new skills, enhancing existing competencies, and fulfilling their potential. Its purpose is twofold: to support individual growth and to advance organizational goals. While such development requires investment in time, resources, and effort, the long-term benefits—increased productivity, employee loyalty, innovation, and ethical workplace culture—make it a worthwhile endeavor (Kwon et al., 2024).

Thus, in both Islamic and contemporary HR frameworks, employee development is not just a business strategy—it is a moral and spiritual investment in human capital.

Benefits of Providing Development Opportunities to Your Employees

You should consider an employee development plan at every level. If executed well, the plan can provide many beneficial outcomes to your employees, management, leadership, and the whole company. This includes many other advantages, such as:

Cost Savings

Let us start with the most powerful consequence of a good employee development program. It saves you money on many fronts: you avoid replacing employees by retaining more people (which translates into cost savings) and enjoy a more motivated workforce with the exact expertise you need to deliver for your clients.

Greater Competitive Advantage

Of course, running a profitable business is a key goal. But profitability depends heavily on your people—and in today's competitive landscape, especially within professional services, top talent is in high demand. This means you're not just competing for market share; you're also competing for the best employees.

A robust employee development program can be a decisive advantage in attracting and retaining skilled professionals. When candidates are choosing between employers, they don't just evaluate salary and benefits—they look for opportunities to grow. A strong commitment to professional growth signals that your organization values its people and invests in their future.

Today's professionals seek workplaces where leadership actively encourages continuous learning, skill enhancement, and career advancement. By offering structured development opportunities, you not only build a more capable workforce but also position your company as an employer of choice.

Lower Staff Turnover

An employee development plan boosts employee retention, not only because you are not firing workers who lack certain skills (and choosing to enrich their skill sets instead through training programs), but also because employees are going to want to stay with you longer.

Increased Employee Engagement

A more engaged and motivated workforce will be more productive. It is

simple. Employees feel more appreciated when you invest in their career development and training programs. Workers who get a lot of learning opportunities in the workplace are more likely to feel more engaged and happier at their jobs. As a result, such actions encourage employees to stay with the company longer. Most professionals, regardless of their field, value growth and skill expansion above all else. As soon as they feel like they're not moving forward, they will start to look around for other opportunities.

Stronger Company Culture

Employee development programs increase retention, allowing you to build a strong company culture, instead of having to build it from scratch whenever a batch of new employees joins your business.

Methods of Employee Development

There are plenty of options for professional development that don't require you to spend much of your time and money. Below are seven proven methods you can include in your employee development plans if your company is serious about improving your employees' skill sets.

1. Mentoring

Mentoring is one of the most popular activities included in an employee development plan. The idea is that you match less experienced team members with those who have more years of experience. Rather than just sitting in a course, this allows for practical, hands-on learning. Mentoring can happen informally or through formal programs. A successful mentoring program will bring together workers based on their skills and career development needs.

2. Coaching

Coaching is a little more involved than mentoring. With coaching, you bring in a more experienced specialist to provide an employee with advice and guidance to help them gain new skills and improve their performance. As you can tell, coaching needs to be fully personalized and customized to match specific career development and business objectives. Coaching

sessions are usually based on one-on-one meetings over a period of time. For coaching to work, it requires commitment from both your business and the person who is being coached. You also need a plan to obtain results and a follow-up evaluation to make the most of coaching.

3. Individual Development Plans

This is an excellent method to speed up the learning process. An individual development plan (IDP) is a document that details an employee's intentions and learning outcomes, and the support required to meet their growth goals. The best IDPs are based on research into adult learning strategies, experiential learning, and other methods.

4. Cross-Training

Cross-training means training employees to carry out tasks other than those normally assigned to their role. Cross-training can take on many forms it can be a short-term arrangement or ad hoc fix, or you can make it an ongoing and fully planned process. However, don't expect immediate skill development among employees engaged in cross-training. Treat it as an experiment to determine whether the employee is interested in learning new skills. To begin cross-training, first identify the knowledge and skills required for a given position and consider the employee's current skills. This is how you can spot gaps in their skillset that you can fill through cross-training.

5. The 9-Box Grid

This handy employee assessment tool helps evaluate a worker's current and potential levels of contribution to your business. The grid is often used in succession planning to identify potential leaders. But it is a great tool for visualizing assessment data to help managers see their employees' actual and potential performance. You can also use insights from the grid to design IDPs.

6. Job Shadowing

Job shadowing has one employee follow a colleague around daily to learn what their job looks like. But here's the coolest part of job shadowing: it

allows the employee to see your business from another perspective. By seeing the challenges people face in different departments, they can better understand their daily struggles. This perspective is invaluable if the employee wants to transition into a different department. For example, it can prepare a senior developer for a team leader role.

7. Job Enrichment

Job enrichment expands the employee's role by adding more tasks and responsibilities. Businesses use this tactic to redesign jobs and increase employee motivation.

Challenges in Employee Development

What is there not to like about an employee development plan? Well, just like any other initiative, employee development comes with several potential downfalls that you should know about, including:

1. Lack of accountability. Do your business hold managers accountable for developing people who report to them? Are they tracking the utilization rate of your employees? This is a problem for many companies.
2. Lacking talent development capabilities. Not many companies have the managerial capability or offer feedback to allow people to grow in their jobs. Do you have this capability?
3. No alignment between workers and business strategy. Is your workforce aligned with your business strategy? If not, realizing this through employee development programs will be more challenging.
4. Inconsistent execution. You probably have some core processes already in place (like workforce planning), but are you executing these programs consistently?
5. Lack of analytics tools. Just like in any other project, you need to track all the metrics that matter. How else can you tell whether your programs are worth the spend?
6. Development needs of each employee. Not every employee at your company will plan their development similarly. Every

employee development plan needs to take into account individual needs and the future aspirations of your employees.

Designing a training program;

When developing your training plan, there are a number of considerations.

Training is something that should be planned and developed in advance.

The considerations for developing a training program are as follows:

- a) **Needs assessment and learning objectives.** This part of the framework development asks you to consider what kind of training is needed in your organization. Once you have determined the training needed, you can set learning objectives to measure at the end of the training.
- b) **Consideration of learning styles.** Making sure to teach to a variety of learning styles is important to development of training programs.
- c) **Delivery mode.** What is the best way to get your message across? Is web-based training more appropriate, or should mentoring be used? Can vestibule training be used for a portion of the training while job shadowing be used for some of the training, too? Most training programs will include a variety of delivery methods.
- d) **Budget.** How much money do you have to spend on this training?
- e) **Delivery style.** Will the training be self-paced or instructor led? What kinds of discussions and interactivity can be developed in conjunction with this training?
- f) **Audience.** Who will be part of this training? Do you have a mix of roles, such as accounting people and marketing people? What are the job responsibilities of these individuals, and how can you make the training relevant to their individual jobs?
- g) **Content.** What needs to be taught? How will you sequence the information?
- h) **Timelines.** How long will it take to develop the training? Is there a deadline for training to be completed?
- i) **Communication.** How will employees know the training is available to them?
- j) **Measuring effectiveness of training.** How will you know if your training worked? What ways will you use to measure this?

Needs Assessment

The first step in developing a training program is to determine what the organization needs in terms of training. There are three levels of training needs assessment: organizational assessment, occupational (task) assessment, and individual assessment:

1. **Organizational assessment.** In this type of needs assessment, we can determine the skills, knowledge, and abilities a company needs to meet its strategic objectives. This type of assessment considers things such as changing demographics and technological trends. Overall, this type of assessment looks at how the organization as a whole can handle its weaknesses while promoting strengths.
2. **Occupational (task) assessment.** This type of assessment looks at the specific tasks, skills knowledge, and abilities required to do jobs within the organization.
3. **Individual assessment.** An individual assessment looks at the performance of an individual employee and determines what training should be accomplished for that individual. We can apply each of these to our training plan. First, to perform an organizational assessment, we can look at future trends and our overall company's strategic plan to determine training needs. We can also see how jobs and industries are changing, and knowing this, we can better determine the occupational and individual assessments.

Learning Objectives

After you have determined what type of training should occur, learning objectives for the training should be set. A learning objective is what you want the learner to be able to do, explain, or demonstrate at the end of the training period. Good learning objectives are performance based and clear, and the end result of the learning objective can be observable or measured in some way. Examples of learning objectives might include the following:

1. Be able to explain the company policy on sexual harassment and give examples of sexual harassment.

2. Be able to show the proper way to take a customer's order.

Once we have set our learning objectives, we can utilize information on learning styles to then determine the best delivery mode for our training.

Learning Styles

Understanding learning styles is an important component to any training program. For our purposes, we will utilize a widely accepted learning style model. Recent research has shown that classifying people into learning styles may not be the best way to determine a style, and most people have a different style depending on the information being taught. Bearing this in mind, we will address a common approach to learning styles next. An effective trainer tries to develop training to meet the three different learning styles¹:

1. **Visual learner.** A visual learner usually has a clear "picture" of an experience. A visual learner often says things such as "I can see what you are saying" or "This looks good." A visual learner is best reached using graphics, pictures, and figures.
2. **Auditory learner.** An auditory learner learns by sound. An auditory learner might say, "If I hear you right" or "What do you hear about this situation?" The auditory learner will learn by listening to a lecture or to someone explaining how to do something.
3. **Kinesthetic learner.** A kinesthetic learner learns by developing feelings toward an experience. These types of learners tend to learn by doing rather than listening or seeing someone else do it. This type of learner will often say things such as "This feels right." Most individuals use more than one type of learning style, depending on what kinds of information they are processing. For example, in class you might be a visual learner, but when learning how to change a tire, you might be a kinesthetic learner.

Delivery Mode

Depending on the type of training that needs to be delivered, you will

likely choose a different mode to deliver the training. An orientation might lend itself best to vestibule training, while sexual harassment training may be better for web-based training. When choosing a delivery mode, it is important to consider the audience and budget constrictions.

Training Budget

How much money do you think the training will cost? The type of training performed will depend greatly on the budget. If you decide that web-based training is the right delivery mode, but you don't have the budget to pay the user fee for the platform, this wouldn't be the best option. Besides the actual cost of training, another cost consideration is people's time. If employees are in training for two hours, what is the cost to the organization while they are not able to perform their job? A spreadsheet should be developed that lists the actual cost for materials, snacks, and other direct costs, but also the indirect costs, such as people's time.

Delivery Style

Taking into consideration the delivery method, what is the best style to deliver this training? It's also important to keep in mind that most people don't learn through "death by PowerPoint"; they learn in a variety of ways, such as auditory, kinesthetic, or visual. Considering this, what kinds of ice breakers, breakout discussions, and activities can you incorporate to make the training as interactive as possible? Role plays and other games can make the training fun for employees.

Your audience

Considering your audience is an important aspect to training. How long have they been with the organization, or are they new employees? What departments do they work in? Knowing the answers to these questions can help you develop a relevant delivery style that makes for better training. For example, if you know that all the people attending the training are from the accounting department, examples you provide in the training can be focused on this type of job. If you have a mixed group, examples and discussions can touch on a variety of disciplines.

Content Development

The content you want to deliver is perhaps one of the most important parts in training and one of the most time-consuming to develop. Development of learning objectives or those things you want your learners to know after the training makes for a more focused training. Think of learning objectives as goals—what should someone know after completing this training? Here are some sample learning objectives:

1. Be able to define and explain the handling of hazardous materials in the workplace.
2. Be able to utilize the team decision process model.
3. Understand the definition of sexual harassment and be able to recognize sexual harassment in the workplace.
4. Understand and be able to explain the company policies and structure.

After you have developed the objectives and goals, you can begin to develop the content of the training. Consideration of the learning methods you will use, such as discussion and role playing, will be outlined in your content area. Development of content usually requires a development of learning objectives and then a brief outline of the major topics you wish to cover. With that outline, you can “fill in” the major topics with information. Based on this information, you can develop modules or PowerPoint slides, activities, discussion questions, and other learning techniques.

Timelines

For some types of training, timelines may be required to ensure the training has been done. This is often the case for safety training; usually the training should be done before the employee starts. In other words, in what time frame should an employee complete the training? Another consideration regarding timelines is how much time you think you need to give the training. Perhaps one hour will be enough, but sometimes, training may take a day or even a week.

Communication of the training

Once you have developed your training, your next consideration is how you will communicate the available training to employees. In a situation such as an orientation, you will need to communicate to managers, staff, and anyone involved in the training the timing and confirm that it fits within their schedule. If it is an informal training, such as a brown bag lunch on 401(k) plans, this might involve determining the days and times that most people are in the office and might be able to participate. Because employees use Mondays and Fridays, respectively, to catch up and finish up work for the week, these days tend to be the worst for training.

Setting training objectives

This begins with understanding what objectives are

What are training objectives?

The objectives of training in Islam are many and basically will include the acquisition of religious knowledge, worldly knowledge and character formation that prepares one fit into society. The objective of training in the Islamic perspective is all round that covers the spiritual and the worldly matters, Fatoni & Subando (2024). Training objectives are clear, measurable goals for what learners will achieve post-training, guiding content development and effectiveness evaluation. They ensure the training aligns with organizational success.

Also, training objectives are essential components of new employee onboarding processes and may differ by industry or company

Training objectives keep development programs on target and ensure employees recognize their importance.

Components of effective training objectives

The three main components of training objectives are performance, condition, and criteria. Each of these training components identifies individual aspects of the overall employee training program. Here are some questions that need to be answered when establishing objectives for employee training: What will employees learn? How will you deliver learning materials? Which metrics are being measured?

1. Performance

What are you hoping employees take away from their training? Is your training designed to upskill or reskill employees? Knowing the expected outcome of training is the first step in developing training objectives.

2. Condition

How will the employees learn? What learning materials will they be given and in what timeframe? Training objectives should contain specific details of the training program. Think about where your training will be offered, what employees are eligible for which materials, and what the deadlines are for completing certain programs.

3. Criteria

How will you measure employee training? Make sure all employee training objectives have a key performance indicator for checking it was successful. Without this measurable component, it will be hard to judge if your objectives were all met. Before you sit down to write out your training objectives, take a look at your employee development goals. Do they reflect your vision of how you want your training program to run? Does it speak to the intended result of a well-run program? If not, write your training objectives in this fashion and make sure it serves as a template for all of your training processes.

How to write training objectives for employees

Effective training objectives for employees are structured around the outcomes of employee training. They need to revolve around business OKRs while also providing employees with the knowledge and skills to improve their job performance. When creating training objectives for team members it is important you decide on the number of training objectives, then craft objectives based on employee skill level, Training objectives need KPIs, use action verbs to correlate success and analyze your training objectives.

Analyze your training objectives

Once you have finished drafting your training objective statements, ask yourself these questions:

- Did I communicate my objectives effectively to my intended audiences?

- What is my framework for how my employees will learn?
- Did I convey what training tools my employees will use to learn?
- Did I provide my employees with a way to measure their own progress?
- Do my facilitators understand their role and what they need to accomplish?

Your primary goal in writing training objectives is to create a framework that is used to teach, train, and measure employee training programs. These objectives can be designed for a variety of use cases such as Sales training, Product knowledge and Compliance or diversity.

Why are training objectives important?

Training objectives are more important than the overall goal because they provide a roadmap for achieving your employee training goals. Plus, it enables all parties involved to be on the same page. Stakeholders, employees, managers, facilitators, etc. will understand how the training program is supposed to run and what the expected results will be if they know what the objectives are from the beginning. Below are some other training objective advantages worth mentioning.

Benefits of training objectives

Training objectives are a vital step in improving employee performance and the overall development of an organization. Setting these objectives correctly can provide the following benefits:

Saves time and money. Companies may think objectives are an unnecessary planning step that wastes time. But in actuality, objectives save time and money. Writing down your training objectives ahead of implementation will give your SMART goals structure. Plus, it will further define what your goal is and prove you have created the correct one for your LMS.

Helps to design training materials. When you know what the objectives are, you can define what materials are needed for your employees. For example, do you need a blended learning environment? Will your training materials be

assigned by department, individual or level at the company? What features does your LMS need to have?

Gives administrators a training roadmap. These objectives will help your program administrators implement the training. When they know why they are teaching the courses or lessons, it will strengthen their ability to deliver these in an effective way.

Let employees know what they will be learning. Sharing your objectives with your employees will let them know exactly what they will be learning and why it's needed. You want motivated employees who take training seriously and think their time away from their job is being well spent.

Helps with analysis. Once your training program is rolled out, you can check each objective against your goal. Did you achieve all your training objectives with your LMS? If not, what tweaks can you make? This also offers a great opportunity to ask employees and facilitators their thoughts on if program objectives were met.

Benefits of Employee Training Programs

Training is crucial for an organization's development and success. Creating training programs enables your workforce to be more productive, efficient, adaptable, and improve their skills in communication, critical thinking, and problem-solving Srinio et al (2024). The significant benefits of employee training include:

1. Improves employee morale

Employees lose motivation and morale if they cannot perform according to an organization's expectations. Employee training sharpens the skills and knowledge of your workforce, which results in a boost in their morale and adds a sense of job satisfaction (as well as security). Satisfied and motivated employees are an excellent asset for organizational success as they innovate new ideas faster, which can enhance the quality of their project results Ahmad et al (2024).

2. Reduced chances of errors

Every job role has its unique set of challenges and requirements. Mistakes and errors will likely occur when employees need more knowledge or skills required for a particular job. Workplace training makes employees more proficient and reduces the chances of them committing errors on the job. It strengthens the functioning and abilities of your workforce.

3. Increased productivity

Training acts as a productivity booster for your employees and they're equipped with the skills and support they need to succeed. Employees feel confident when they understand what is expected from them and are provided with the required training programs to do their jobs. This improves employee performance and enhances team member productivity.

4. Improved employee retention

A company with a culture of continuous learning and development leads to 30-50% higher retention rates. Employees want opportunities to learn and develop at work. This is why prioritizing training gives your employee retention rates a healthy boost and inspires your top talent to stick around for a long time.

5. Bridges skill gaps

As technology evolves, many companies need help to keep up with the demands of digital transformation. One of the core reasons behind failed or poorly adopted transformation efforts is undertrained employees with a digital skills gap.

Enterprises need digitally skilled employees who can engage in agile, continuous learning to keep pace with workplace changes. Upskilling programs that build on employees' existing skills and reskilling programs that train employees in entirely new areas help you leverage your current employees to meet the new age digital demands.

Tips for Creating Successful Employee Training Programs

Employee training programs, when thoughtfully implemented, are the cornerstone of organizational success. However, building a new employee training program for your business can feel daunting. Here are some tips for you to create employees training programs for your workplace effectively:

1. Create interactive training content

To overcome the traditional culture of monotonous PowerPoint slides and conventional learning methods, L&D teams are embracing a new interactive style of training that enables employees to work. Interactive training content engages each individual and connects them to a task by placing them in the driver's seat. Interactive learning focuses on learner engagement which leads to higher productivity and performance. Make online training more interactive by creating visually appealing training videos by including rich graphics and high-quality images with new, simple-to-use video training software platforms.

2. Leverage employee training software

Leveraging employee training software is a game-changer in crafting effective training programs, primarily due to its ability to deliver personalized, accessible, and engaging learning experiences. Such software provides a platform for creating tailored training content that addresses the specific needs and skill levels of each employee, enhancing relevance and retention.

Training methods

In Islam, training is a purposeful and ethical endeavor aimed at enhancing individual competence and fostering holistic personal and professional growth. The Prophet Muhammad (peace be upon him) employed and encouraged diverse teaching methods, including direct instruction, practical demonstration, mentorship, and experiential learning—demonstrating the value of adaptable and effective pedagogy. Islam supports the use of any training method that is beneficial and

consistent with Islamic principles, as long as it does not contradict core religious teachings (Putri & Fiqiyah, 2025).

In today's rapidly evolving workplace, the importance of effective employee training has become more critical than ever. As organizations navigate technological advancements, shifting market demands, and changing skill requirements, the methods used to educate, upskill, and empower employees play a vital role in sustaining competitiveness and innovation. By combining time-tested Islamic principles of learning with modern, evidence-based training approaches, organizations can create development programs that are not only effective but also ethically grounded and spiritually enriching.

What Are Employee Training Methods?

Employee training methods refer to the various approaches and techniques used to educate and develop employees' skills, knowledge, and competencies. These methods are designed to enhance employees' job performance, job satisfaction, and overall effectiveness within an organization. Employee training methods encompass a wide range of strategies, from traditional classroom-based training to modern technology-driven approaches. The choice of training methods depends on factors such as the nature of the content, the learning objectives, the target audience, available resources, and the organization's goals.

Factors to consider while choosing the right training method

Here are a few factors to consider when choosing the right training method for your employees.

1. Learning objectives and content

The learning objectives and content of the training are fundamental in determining the appropriate training methods. Different methods excel at achieving certain types of objectives. For instance, if the training aims to teach technical skills, hands-on methods such as simulations or on-the-job training might be effective. On the other hand, for theoretical concepts, eLearning or instructor-led sessions work well. The content's complexity,

depth, and practicality influence which method aligns best with the desired learning outcomes.

2. Learner preferences

Understanding the preferences of their learners is vital for L&D managers. People have different learning styles, some respond better to visual content, while others prefer interactive discussions. Gathering information about how your learners like to learn guides you in selecting a method that resonates with them. Catering to your learners' preferences enhances engagement, motivation, and the effectiveness of the training.

3. Accessibility and availability

Consider the logistics of training, including where and when it will take place. If your workforce is geographically dispersed, virtual methods might be more suitable. Accessibility is also crucial – can employees easily access the training content? Ensure that the chosen method aligns with participants' availability and accommodates their schedules, especially for remote or shift-based workers.

4. Costs and resources

Different training methods come with varying costs in terms of both money and resources. Some methods, like eLearning or mobile learning, might require investments in technology and content development. Others, like instructor-led training, might involve hiring trainers and renting physical spaces. Assess your organization's budget and resource availability to choose a method that aligns with your financial capabilities.

Systematic approach to training;

Training is a planned process that directs learning towards achieving specific outcomes, leading to achieving performance objectives. The systematic approach to Training infers that training is done in a planned, systematic way, and that it is directed towards improving job performance. Training is the systematic application of formal processes to impart knowledge and help people acquire the skills necessary

for them to perform their jobs satisfactorily Bandhu et al (2024). As it is considered a process, adopting a systematic approach to design training programs can be useful. In today's highly competitive business environment, organisations need to constantly adapt to changing market conditions, consumer preferences, and technological advancements.

Benefits of using a systematic approach to training

Improved performance

A systematic approach to training ensures that employees receive relevant and up-to-date training that aligns with their job requirements. This enhances their competence and enables them to perform their tasks more efficiently and effectively, leading to improved performance.

Higher employee engagement

Employees who receive regular training and development opportunities are more likely to feel valued and engaged in their work. This, in turn, can lead to increased job satisfaction, higher retention rates, and a more motivated workforce.

Better alignment with organizational goals

With a systematic approach to training, organisations can ensure that their training initiatives are aligned with their strategic objectives. This helps to create a more focused and goal-oriented workforce, which can contribute to the overall success of the organization.

Cost-effectiveness

By identifying and addressing specific training needs, organisations can optimize their training budgets and ensure that resources are allocated efficiently. This can result in cost savings and a higher return on investment (ROI) from training initiatives. A systematic approach to training allows organisations to set clear objectives and performance indicators for their training programs. This makes it easier to evaluate the effectiveness of training initiatives and make data-driven decisions on future training investments.

Challenges in implementing a systematic approach to training

Despite its many benefits, implementing a systematic approach to training can be challenging for some organisations. Some of the common challenges include:

Resource constraints

Conducting a thorough training needs analysis and designing customized training programs can be time-consuming and resource-intensive. Smaller organizations, in particular, may struggle to allocate sufficient resources to the process. In some cases, employees may be resistant to new training initiatives, especially if they feel threatened by the prospect of learning new skills or fear that their job security may be at risk. Overcoming this resistance and creating a culture of continuous learning is critical to the success of a training program.

Lack of expertise

Designing and implementing effective training programs requires specialized knowledge and expertise. Organizations may need to invest in hiring or training staff with the necessary skills or seek external support from training consultants and providers.

Keeping training content up to date

With the rapid pace of change in today's business environment, it can be challenging to ensure that training content remains current and relevant. Regularly updating training materials and incorporating new industry trends and best practices is essential to maintaining the effectiveness of training programs.

Evaluating training effectiveness

Measuring the impact of training initiatives on employee performance and organisational outcomes can be complex and challenging. Organisations need to develop robust evaluation methodologies and invest in tools and systems to support the measurement process.

Tools and resources for a systematic approach to training

Several tools and resources can support organisations in implementing a systematic approach to training. Some of these include:

Learning management systems (LMS)

An LMS is a software application that helps organisations manage, deliver, and track employee training programs. It can support the administration, documentation, reporting, and evaluation of training initiatives.

E-learning platforms

E-learning platforms provide a flexible and cost-effective way to deliver training to employees. They can include online courses, webinars, video tutorials, and other digital learning resources. MS Teams, Zoom, YouTube and many others can be considered here.

Training needs analysis tools

Several software tools and templates are available to assist organisations in conducting a training needs analysis. These can help to streamline the process and ensure a comprehensive assessment of training requirements.

Training evaluation tools

Tools such as surveys, questionnaires, and performance assessment tools can be used to evaluate the effectiveness of training initiatives and gather feedback from employees.

Professional development resources

Organisations can access a wide range of professional development resources, such as industry conferences, workshops, and online courses, to support employee learning and development.

Evaluation of E-learning

Evaluating eLearning success is vital today. Continuous improvement is key, using data for enhancements and future goals. eLearning's journey is fueled by excellence and learner needs.

Measuring the Success of an e-Learning Program

eLearning has become a potent tool in the fast-paced education and training environment, revolutionizing how we learn new information and skills. Education is now more readily available, flexible, efficient, and individualized, thanks to the digital transformation of learning. Assessing these programs' effectiveness is becoming increasingly crucial as eLearning plays a significant role in education, professional development, and corporate training. Due to technological advancements, shifting learning preferences, and the need for accessible, on-demand education, eLearning has significantly increased in popularity in recent years. It provides flexible scheduling options and individualized educational opportunities. Strong evaluation processes are crucial to determining the impact and effectiveness of eLearning programs.

Setting Clear Objectives In e-Learning Evaluation

A precise and well-defined set of objectives is the first step in any e-Learning program's success. These goals form the cornerstone upon which the entire program is developed and assessed. Setting specific goals is crucial for directing Instructional Design and gauging the program's success. In this section, we'll look at the critical procedures for establishing precise eLearning evaluation objectives:

Defining Specific Learning Objectives during e learning

Determining specific learning outcomes is the first step in creating clear objectives. What do you hope learners will know, understand, or be able to do once they have finished the online course? Here, specificity is crucial. Explicit objectives should be used instead of general ones.

Aligning Objectives with Organizational Goals

Although individualized learning objectives are crucial, they should align with more general organizational or academic pursuits. Your eLearning program should further your organization's overall mission and goals. For instance, if a company wants to boost worker productivity, its eLearning objectives might concentrate on enhancing pertinent abilities or information.

Creating Measurable Outcomes

Evaluation requires measurable results to determine goal achievement. Assessment tools, tests, tasks, and performance reviews that meet objectives can do this. Measuring outcomes and aligning learning objectives with organizational goals helps evaluate eLearning initiatives. Learner engagement is crucial to the success of any eLearning program. It shows how enthusiastically and actively students participate in learning, significantly affecting how well the program functions.

Conclusion

The success of HRD training programs from an Islamic perspective relies heavily on leadership involvement and support. Organisations must engage with local leadership to understand their specific needs better and ensuring that training programs are tailored according to organizational needs. Furthermore, collective responsibility among Muslims emphasizes the duty to pursue useful knowledge that benefits not only individuals but also the broader Ummah. An integral part of HRD in Islam involves instilling moral values and ethical conduct within an individual. Training should promote qualities such as honesty, responsibility, teamwork, and respect for others at the work place.

Review questions

1. What are the core principles of Human Resource Development (HRD) in Islam?
2. How does Islamic teachings influence training methodologies in HRD?
3. What role does trust play in HRD programs within an Islamic framework?
4. In what ways can Islamic values enhance employee motivation during training?
5. How can organizations assess the effectiveness of their HRD training programs from an Islamic perspective?
6. What challenges might organizations face when implementing HRD programs based on Islamic principles?

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MANAGEMENT DEVELOPMENT (MD)

A management development program allows a manager to develop their skills and learn how to recognize behaviours and accomplishments in the workplace. Management development can help organizations build more confident and effective managers (Bilderback & Miller, 2023).

Concept of MD and its objectives

The concept can be well understood by understanding what management development is.

What is management development in the Islamic perspective ?

The Islamic perspective on management development emphasizes the importance of having competent, knowledgeable, and skilled leaders. This principle is supported by the Qur'an, which highlights the value of knowledge and capability. As stated in Surah Zumar, verse 9:

"Say: Are those who know equal to those who do not know?" (Qur'an 39:9)

This verse underscores that individuals with knowledge and expertise are held in higher regard, especially in positions of responsibility. Therefore, management development in Islam is rooted in the belief that Allah loves those who possess skills, knowledge, and competence – qualities essential for effective leadership and stewardship (*khalāfah*) in organizational life.

Islamic management is guided by divine principles, including obedience to Allah, mutual respect, cooperation (*ta'āwun*), justice, equal opportunity, and the ethical use of the abilities and talents bestowed by Allah. Managers are seen not only as organizational leaders but as trustees (*awliyyā'*) accountable for how they lead and serve others (Julhadi & Mahyudin, 2023).

What Is Management Development?

Management development is a structured process designed to cultivate effective leaders within an organization. A manager is any individual who operates between executive leadership and entry-level employees, responsible for guiding teams, allocating resources, and ensuring that organizational goals are achieved efficiently and ethically.

Management development programs aim to strengthen essential leadership competencies such as communication, decision-making, conflict resolution, strategic thinking, and emotional intelligence (Bilderback & Miller, 2023).

Types of Management Development Programs

These programs can be internal or external:

- **Internal Programs:** Conducted within the organization, they may include on-the-job training, mentorship by senior leaders, rotational assignments, leadership workshops, and guidance from HR professionals. These initiatives allow managers to develop skills in real-time, within the company's cultural and operational context.
- **External Programs:** These include professional seminars, leadership conferences, executive coaching, and enrollment in graduate-level business or management programs at universities. External development opportunities expose managers to broader perspectives, industry best practices, and global leadership trends (Bilderback & Miller, 2023).

When aligned with Islamic values, management development not only enhances professional capability but also nurtures moral integrity, accountability, and service-oriented leadership—preparing managers to lead with wisdom, justice, and compassion.

Learning outcomes

By the end of this chapter:

1. The learners should be able to define the concept of management development in Islam.
2. The learners should be able to argue out how managers can be developed through training within the Islamic context.

Importance of management development

Islam encourages managers to engage in continuous learning and self-development in order to enhance their capabilities and effectiveness in managing organizational resources (Juhadi & Mahyudin, 2023). Lifelong learning (*ta'alam*) is a core Islamic value, reflecting the belief that knowledge is a means of fulfilling one's responsibility as a steward (*khalifah*) in the workplace.

The Qur'an, in Chapter 43, Verse 32, highlights the divine wisdom behind social and organizational hierarchies:

"And We have distributed among them their livelihood in the life of this world, and raised some of them above others in rank, so that they may employ one another." (Qur'an 43:32)

This verse acknowledges the natural differentiation in human abilities and emphasizes that leadership and roles should be assigned based on competence, not privilege. Such competence, however, is not static—it is developed through continuous learning, experience, and self-improvement, forming the foundation of effective management development (Trirahayu, 2023).

Management development is therefore essential for building capable, ethical, and visionary leaders. Its importance can be seen in the following ways:

1. Management development is important because it helps those who are new to management positions understand what the job entails and gain the necessary soft skills and interpersonal knowledge.
2. It is also important for experienced managers because it can teach them new ideas in workplace management and remind them of other

techniques to use.

3. More effective communication: Management development can help new and existing managers learn better ways to connect with their coworkers and report to their supervisors.
4. Motivated team members: This process can make managers more effective at empathizing with their team members and providing the motivation and incentive that teams need to succeed.
5. Cost-efficient leadership: When an organization promotes managers from within the company, it can save itself the cost of hiring and training new managers.
6. Wide knowledge of company policies: Providing management development for existing managers can keep everyone updated on company expectations, the workplace culture and any new policies.
7. Long-term management availability: A company with a robust management development program can better ensure that it has knowledgeable and effective managers in the long term.

Key principles of management development

Allah says in the Holy Qur'an, Chapter 5, Verse 1:

"O you who have believed, fulfill your obligations." (Qur'an 5:1)

Fulfilling obligations—whether personal, professional, or spiritual—requires a strong foundation of knowledge, integrity, and moral responsibility. In Islam, leadership is not merely about authority, but about accountability (*taklif*) and trust (*amānah*).

Islam places great emphasis on ethical values such as integrity (*amānah*), responsibility (*mas'ūliyyah*), self-discipline (*wara'*), and wisdom (*ḥikmah*). These virtues are essential for effective and righteous management. Islamic management is built on mutual trust, respect, and sincerity (*ikhhlās*) between managers and subordinates, with both parties committed to serving the organization with honesty and dedication.

Justice (*'adl*) stands as the most salient and fundamental principle of

management in Islam. It governs decision-making, resource allocation, and interpersonal relations, ensuring fairness and equity in all organizational matters (Juhadi & Mahyudin, 2023). Alongside justice, key elements of management development in an Islamic context include trust, accountability, transparency, and moral courage—qualities that must be nurtured and reinforced through targeted leadership development programs.

By grounding management development in these timeless Islamic values, organizations can cultivate leaders who are not only competent but also ethically grounded and spiritually aware.

Here are some of the key principles of management development:

1. Knowledge, skills and abilities development

Many management development programs share the idea that the main aspects of a team member's value are their abilities, skills and knowledge. They consider abilities to be innate, meaning individuals are responsible for improving their own capabilities, which can vary based on the person. Development programs instead focus on building skills and knowledge.

2. Personal process

Management development depends on individuals being willing to develop their management skills. For this type of program to be effective, participants need to track and be accountable for their own progress. An effective management development program must also recognize and adapt to each participant's individual skills and abilities.

3. Time investment

A successful management development program works to improve skills and knowledge over the long term, rather than the short term. Some programs may implement this principle with regular class education sessions over a longer period of time, while other programs may involve less or no classwork but have longer projects or check-ins with mentors. A program with a longer timeline allows participants to implement the ideas they learn and potentially remember the concepts better.

4. Organized process

An important principle of management development programs, particularly programs in larger companies, is an organized approach. This type of program provides specific objectives, paths and accomplishments for each participant, rather than encouraging managers to learn individually. Having a set plan allows participants to know exactly what to expect from the program.

Why Develop Managers?

Islam emphasizes the development of managers because fulfilling one's obligations—especially in leadership—requires high levels of knowledge, integrity, and moral accountability. The Qur'an commands believers: "*O you who have believed, fulfill your obligations*" (Qur'an 5:1), underscoring that leadership is a trust (*amānah*) that must be carried out with sincerity (*ikhhlāṣ*) and competence. Islamic teachings highlight essential values such as integrity (*amānah*), responsibility (*mas'ūliyyah*), self-discipline (*wara'*), and wisdom (*hikmah*), all of which are foundational to effective management (Rahman et al., 2022).

Despite this, some may argue that their managers lack the competencies and leadership skills necessary to excel beyond technical or operational roles. This gap often stems from a common misconception: that people management simply means "telling others what to do." In reality, effective management is far more complex and nuanced. Managers navigate a dynamic landscape of interpersonal challenges, organizational pressures, and unpredictable situations—many of which have no predefined solutions.

Even if a universal rulebook existed, it could not be uniformly applied, as each situation demands contextual understanding, emotional intelligence, and ethical judgment. Leadership in Islam is not about authority, but about service, guidance, and justice.

As Trirahayu (2023) notes, managers are broadly responsible for:

- Setting the goals and objectives for their team aligned with the organization

- Allocate resources to effectively support plans
- Problem-solving and addressing issues/challenges as they arise
- Utilizing their communication skills to foster an open and transparent environment within their teams
- Recruiting and onboarding new team members
- Providing coaching and guidance to their teams
- Monitoring and assessing team performance
- Managing budgets and resources
- Conflict resolution and effective employee engagement
- Oversee team operations and assign tasks and responsibilities as needed
- Set performance expectations and conduct performance reviews
- Manage any change initiatives within the team
- Ensure compliance with policies and ethical standards for their teams
- Understand and meet customer needs and expectations
- Review and analyze reports to track progress and performance
- Engage with internal/external stakeholders as necessary
- Planning and tracking learning and development opportunities for their teams

This is by no means an exhaustive list, and it clearly illustrates the many roles a manager must fulfill in a single day. As you may know, managerial responsibilities can be demanding and highly stressful, with many leaders facing a real risk of burnout. The well-known saying, *“People don’t leave bad jobs – they leave bad managers,”* holds more than a grain of truth. Throwing individuals into leadership roles without proper preparation or training is not only unfair—it’s a significant organizational risk.

In fact, effective management skills rank among the top 10 most critical competencies companies need to succeed (Trirahayu, 2023). This underscores the urgency of investing in manager development. Providing the right training and support is not just essential for organizational performance—it also eases the burden on HR by fostering a culture of

accountability, engagement, and self-sustaining leadership.

When organizations prioritize managerial development, they send a powerful message: *We believe in your potential and are committed to your growth.* This recognition boosts confidence, enhances job satisfaction, and strengthens employee retention and engagement across the board.

Strategies to support Management Development

This will involve doing the following:

Ways to Develop Managers

There are various ways to develop managers that include formal and informal programs

Formal Training Programs

The transition from individual contributor to manager is complex as the manager will have to change their mindset from what has worked in the past to what will work now. One of the obvious approaches to address this transition is via formal training interventions (Bevilacqua et al., 2025). This can be in the guise of formal education with colleges/universities or online management programs. Depending on the size and budget there is something to cater for all. Some examples of training programs that can help are like People partner program, internal Programs namely coaching, mentoring, management training programs, professional development courses, emotional intelligence workshops etc, internal workshops and conferences.

Informal Training Programs

Experiential learning plays a central role in the development of effective managers. While theoretical knowledge and classroom-based training have their value, they are often less impactful than the deep, practical insights gained through on-the-job experience. By immersing managers in real or simulated work environments, they can directly engage with the challenges, responsibilities, and dynamics inherent in leadership roles.

Although it's impossible to perfectly replicate every workplace scenario, organizations can bridge the gap through scenario-based training or by implementing gradual on-the-job training—a structured approach that allows new managers to assume increasing levels of responsibility over time. This phased transition helps build confidence, competence, and resilience.

Ideally, experiential learning should run parallel to formal classroom instruction, enabling managers to apply theoretical concepts in real-world contexts. This integration fosters the development of critical soft skills—such as communication, conflict resolution, and decision-making—through guided practice, reflection, and constructive feedback. Some of the most successful management development programs incorporate a variety of continuous learning opportunities, allowing managers to practice, refine, and internalize new skills on a daily basis.

Human Resources (HR) plays a vital supporting role in this process. By working closely with emerging managers, HR professionals can guide them through common team challenges, provide coaching, and reinforce best practices. While HR-related responsibilities may represent only a portion of a manager's overall role, neglecting them can lead to unresolved issues that accumulate and escalate over time (Bevilacqua et al., 2025).

To prevent this, regular interaction with HR—through check-ins, targeted communications, and ongoing support—ensures that managers remain informed, confident, and proactive in handling people-related matters before they become critical.

Mentorship Scheme

A formal mentorship scheme is a great way for organizations on a limited budget to invest in their managers. Everyone, at some stage of their career, will need a seasoned and experienced head to guide them, and having this guide and mentor available for managers can make all the difference on their journey. They help to ensure that managers do not feel as if they have been thrown into the deep end and left to fight

for themselves. The benefits of setting up a mentoring program include increasing skill development, providing career planning, and increasing confidence.

Coaching

The journey to becoming an effective manager is often long and challenging—not because it requires accumulating vast amounts of information, but because it demands deep self-awareness and personal growth. True leadership development goes beyond technical knowledge; it involves a fundamental shift in mindset and behavior.

Managers must be equipped to coach and support their teams, but to do so effectively, they themselves must first be coached. Coaching offers a structured, confidential space where managers can reflect, explore their leadership style, and develop greater self-awareness. This process helps them clarify the kind of leader they aspire to be—whether by understanding different management approaches or identifying specific areas for improvement, such as communication, delegation, or emotional intelligence.

Such transformation requires time, reflection, and psychological safety—managers need dedicated space to question, learn, and evolve in their roles (Bevilacqua et al., 2025).

Organizations should support this growth by establishing formal coaching programs for their managers. These programs can be delivered internally by trained employee-coaches or through external professional coaches. Crucially, participation should be voluntary and mutually agreed upon by the manager and coach. Coaching must not be perceived as a corrective measure for underperformance or a sign of incompetence. Instead, it should be positioned as a strategic development opportunity—a proactive investment in leadership excellence that empowers managers to become even more effective, confident, and impactful in their roles.

Goalsetting and Career Planning

At this stage of their careers, managers will have achieved a certain level of success (after all, they were promoted/hired as a manager for a reason). However, now they are at a new stage in their careers where they not only have to perform their own duties but also have to lead a team. They need to set new goals and this might be more difficult than on previous occasions. What worked for them in the past may not work again as they are in a new role with a different set of expectations. Managers should be tasked with planning out their personal goals over the course of a year, 2 years, 3 years, 5 years, etc. These should be discussed one-on-one with their line manager in person. You can approach it in way that visualize what success looks like and create goals that are SMART.

Feedback and self-assessment

There is a saying that “energy flows where awareness goes,” which is a simple way of saying that anything brought to your awareness you will spend energy on. For this to happen, you need to be made aware of this by others or through a self-assessment. Both of these are important for the development of your managers and there should be formal processes in place for both. This will allow the manager to get feedback from various stakeholders (HR, team members, senior management, etc.) and will also allow them to perform their own assessment of their performance. As such, 360 review feedback combined with self-assessment be included as part of your manager’s performance reviews. This can be done by ensuring that various stakeholders peers, direct reports, and even clients are included in the feedback review and that managers are also given the chance to self-assess their performance in terms of what is working well and what areas they need to improve or further develop.

Mental Health and Wellness Support

Management is a challenging role full of potential “landmine” moments. This being the case, it is important that managers feel they’re supported and that there is additional assistance if required. Sometimes managers let their pride and lack of self-confidence help. Managers should be reminded that they are not alone, that their peers and Human Resources

are there to support them and, if any situation arises that they cannot handle, they need to use that network for help. Every organization should have a mental health and wellness plan in place. This policy should outline the supports that are available, good mental health habits, and what to do in certain situations should they arise like harassment, conflict and work-life balance. This should be made available to all employees but, in the context of managers, they should be reminded that the policy also applies to them. Sometimes, in the course of their role, they forget they themselves are also “employees” (this happens a lot in HR too!) and they too require equal if not more support.

Managers Performance as a Key Driver

It is well established that managerial performance is one of the most powerful drivers of employee productivity—and, by extension, organizational revenue (Alhasnawi et al., 2024). Research shows that managers account for up to 70% of the variance in employee engagement across business units, which directly influences key performance metrics such as retention, productivity, and work quality. Furthermore, nearly 60% of employee performance can be attributed to the effectiveness of their managers.

This underscores the critical role that managers play not only as leaders but as enablers of organizational success. Investing in management development is therefore not just a human resources initiative—it is a strategic imperative that drives performance at every level of the organization.

Challenges in Developing Effective Managers

The need to dedicate time and resources to improving manager performance is clear, but today, achieving this is more challenging than ever.

Aligning Manager Development with Organizational Key Performance Indicators

One of the primary reasons organizations struggle with building and

scaling effective management development programs is a lack of alignment with organizational goals and business Key Performance Indicators (KPIs) (Mtau & Rahul, 2024). Without clear linkages to strategic objectives, it becomes extremely difficult to measure the impact of these initiatives or attribute improvements in performance directly to the training.

As a result, organizations may invest thousands—or even hundreds of thousands of dollars—into development programs without a clear return on investment (ROI). This not only raises concerns about resource allocation but also undermines confidence in leadership development as a strategic priority.

Why management development often fails

Management development will often fail because of the following

Not defining clear, measurable outcomes on the organizational level

Despite widespread recognition of the significant impact managerial performance has on overall business outcomes, most organizations still fail to align manager development objectives with broader organizational or business goals (Mtau & Rahul, 2024). They often neglect to establish quantifiable development targets that can be measured in tangible terms—such as increased productivity, revenue, or cost savings—and lack a systematic approach to evaluating how training affects key performance metrics.

This gap is further exacerbated by an overreliance on self-reported feedback, such as post-training satisfaction surveys, which are inherently subjective and prone to bias. Without objective methods for assessing program effectiveness, organizations cannot reliably determine whether improvements in managerial performance are due to the development initiatives they've implemented. As a result, they remain unable to demonstrate a clear return on investment or make data-driven decisions to refine and scale their leadership development efforts.

Not defining clear, measurable outcomes on the individual level

Another common reason manager development initiative fails to make an impact is they often do not account for individual participants' growth needs. Most often, when a manager joins a managerial development program, they are lumped into a cohort in which the same learning goals apply to every participant – and these are usually related to generic leadership competencies. To be effective and drive business improvement, every participant should work toward personalized, clearly defined goals that promote both their individual growth and support relevant business KPIs.

Failing to eliminate confounding variables

Even if an organization has defined clear and measurable manager training outcomes on both the business and individual level, they still can't be sure that outcomes are a direct result of the development programs. In order to attribute the impact of their programs with any degree of certainty, they need to eliminate any confounding variables that could influence outcomes with A/B testing. Unfortunately, most organizations don't account for this need, which prevents them from optimizing manager development efficacy and proving ROI.

Only using one facilitator or vendor

Managers today face a myriad of challenges that add complexity to their work and increase the scope of skills and competencies they need to succeed. For example, managers today are tasked with leading remote or hybrid teams, maintaining high team performance amid budget cuts and reduced headcounts, promoting development initiatives, driving team productivity, and managing complex communications and interfaces. Too often, HR and the learning and development leaders enlist one vendor or facilitator to address all of these management challenges. This is simply not practical, given that L&D providers are often individual trainers or coaches with expertise in a specific domain. It's impossible for one vendor to address every organizational and individual manager development goal. When organizations do not take a diverse approach to delivering training, the impact is severely limited.

Over-reliance on workshops

As we mentioned, each manager is unique and faces different challenges to varying extents. While one may struggle with delegation, another one will struggle with providing feedback. A third might struggle with managing up, while a fourth finds it difficult to collaborate across teams and departments. The conventional approach to management training focuses on imparting the same basic concepts to everyone, usually in the workshop setting.

Workshops, which can be hugely effective for delivering some types of management development, are not an end-all solution for every manager development goal. This is mostly because workshops are rarely designed to address individual manager needs and instead focus on generic leadership competencies. An ideal manager development program blends large and small groups with individual work to cater to each manager's unique needs.

How to overcome the challenges to management development

In Islam, maintaining perspective and approaching challenges with hope and optimism are essential in overcoming adversity. While it is important to remain positive and hopeful in all endeavors, even more crucial is drawing closer to Allah through acts of worship—such as performing the five daily prayers, reciting the Qur'an, and fulfilling His commandments (Saki & Golestani Far, 2022). These practices strengthen faith (*tawakkul*), provide inner peace, and serve as a source of resilience during difficult times.

By grounding ourselves in faith and aligning our actions with Islamic principles, we not only face challenges with patience (*sabr*) and trust in Allah's wisdom, but also open the door to divine guidance and support. With this foundation, we can take the following practical steps:

Define clear, measurable outcomes at the organizational level

The crucial first step is developing management development goals in alignment with the business and organizational KPIs your company

is already working toward. If management development goals are established in a vacuum, they will have little to no impact on the business. Every program should start with a clear metric, including the current state and the desired end state. Relevant metrics for manager training on the organizational and business level include: “My manager score” (manager rating completed by their subordinates), engagement scores among the managers’ subordinates, MBO attainment across all managers and define clear, measurable outcomes on the individual level (Mtau & Rahul, 2024).

Once we have defined high-level KPIs for manager development, it is time to derive specific KPIs and outcomes for each manager. When aggregated, these individual KPIs will serve the larger organizational objectives. The best way to identify the right metrics is to involve both the participants as well as their direct managers. Let us say the business-level KPI you have selected is the “my manager score.” On the individual level, the key outcome for one manager’s training might be “aligning on goals and deliverables,” while another manager might have their focus on “developing individual growth plans for each employee on their team.” And so on.

Eliminate confounding variables

The most effective way to eliminate confounding variables is through A/B testing. This approach involves comparing the impact of a manager development program on an experimental group with that of a control group—comprised of managers who do not participate in the program—over the same time period. By isolating the program as the only differing factor, A/B testing enables organizations to measure its true effectiveness and make data-driven decisions.

How to Get it Right:

Enlist a diverse roster of vendors

Ideally, management development should be delivered by multiple vendors with expertise across a variety of domains. This ensures that every organizational and individual training need is met by a qualified SME, and positions your development program to make the maximum impact.

Vendors tend to specialize in one domain, so you may want to consider vendors specializing in: Management & leadership / Communications / Productivity then Functional specialization (agile training/sales training) etc

Use a variety of formats

Rather than delivering all manager development programs through workshops, it is far more effective to select training methods based on the specific learning outcomes to be achieved. Depending on the objective, different formats – such as large-group sessions, small-group workshops, or one-on-one coaching – may be more appropriate.

Large-group workshops are well-suited for building foundational leadership competencies and introducing common frameworks across the organization. However, when the goal is to address individual performance gaps, personal development goals, or specific KPIs, smaller, more personalized settings – such as coaching or targeted mentoring – are essential for meaningful growth and behavioral change.

a) Identify the population you want to impact.

Although it seems obvious, many L&D providers skip this essential first step in favour of a one-size-fits-all approach. However, it's important to realize that every target population within your organization and moreover, every individual employee requires a different approach, type of training, timeline, KPIs, and more. The more specific you can get, the better. If your goal is to increase the number of high-performing managers in your organization, you might start by:

- Defining the level of management, you should target (i.e. first-level managers, second-level managers, etc).
- Considering which departments to start with. In some cases, especially in large organizations, you might want to start with a smaller cohort of managers before expanding manager development programs across the organization. In which department would a boost in manager performance make the biggest overall impact?

- Identifying other important traits for your first cohorts. For example, do you want to start with newly promoted managers? Or does it make more sense to select participants who meet performance-related criteria?

b) Choose the business impact you want to achieve.

The second step is defining your objectives for the manager development program. What is it that you want to achieve? What aspects of manager performance do you believe will have the greatest impact on metrics such as employee productivity, overall team performance, organizational culture, retention, and engagement? For example, you could focus on metrics like employee turnover among a managers' direct reports over a certain amount of time. Within specific departments, you might focus on team KPIs, such as the number of deals won, engineering velocity, throughput, or pipeline generated. When defining your objectives, you will also want to indicate how you can measure a quantifiable impact, milestones, and timelines for achieving your goals.

c) Select the right program structure.

As we mentioned, different learning outcomes (and types of learners) require different approaches to L&D. It's important to communicate with individual managers on their learning style and consider the objectives at hand when determining the right program structure. However, we have found that most of the time, improving manager performance is most effective in a one-on-one setting or small groups. Goals like improving communication or learning how to mentor effectively usually benefit from individual coaching or mentorship. Meanwhile, functional goals, such as improving a specific sale, marketing, engineering, or other metric, often require highly targeted skills training, which is best delivered individually or in a small group.

d) Define a system for measuring impact.

The final step is determining the most accurate way to measure the impact of the L&D program. This involves a few key components: Develop KPIs, including qualitative and quantitative metrics related to the manager's

individual performance, functional business outcomes, organizational performance, and/or HR metrics.

e) Determine how you will measure impact

Effective methods for evaluating manager development include:

1. Before-and-after surveys, in which managers self-report their perceived progress and skill development; and
2. HR analytics platforms, which aggregate organizational performance data to compare outcomes between managers who have completed training and those who have not—enabling a more objective assessment of program impact.

It is important to recognize that the role of a high-performing manager has evolved significantly in recent years. Today's leaders must possess not only technical expertise but also strong emotional intelligence, adaptability, and the ability to engage and support their teams. Ensuring managers have the right skills to lead effectively, foster employee engagement, and drive team performance is not just beneficial—it is fundamental to sustained business success.

Designing Management Development Programs

Islamic management development programs are grounded in core principles such as accountability (*mas'ūliyyah*), justice (*'adl*), and moral integrity. These programs are guided by a deep sense of responsibility before Allah and the desire to seek His pleasure (*ridwān*) in all professional conduct (Saki & Golestani Far, 2022). As such, every aspect of management development should reflect these values—ensuring that leaders act with transparency, fairness, and ethical commitment.

Management development is a systematic process aimed at cultivating competent and effective managers. A manager's key role is to translate organizational vision and stakeholder objectives into lawful, strategic, and actionable initiatives that drive performance and long-term success (Bragg et al., 2021). In the Islamic context, this responsibility is not only administrative but also spiritual—an extension of one's *amānah* (trust) in

serving both the organization and society with integrity.

General Model of Management Development

What is a management model

A management model is a concept, theory or methodology that analyzes different approaches to organizational change. The goal of a management model is to provide practical strategies that allow a company to implement change within its organization (Mouazen et al., 2024). The changes that occur under a management model can vary. Management models may alter longstanding processes used by a company, the organization of a specific department, internal tools used by a company and other forms of logistics. A general management model is a set of decisions the leadership team at a company makes about the future direction of a system, process, or business. These decisions can shape particular behaviours and practices in the company. The model helps managers make informed decisions that benefit the company and its employees. Management or executive development is an educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose.

The general management model of developing managers will take the following steps:

- a) Identification of development needs
- b) Inventory of managerial talent
- c) Appraisal of present managerial talent
- d) Planning of individual development program
- e) Establishment of development program
- f) Evaluation of the program

Approach to management development

The approaches to management development are based on the identification of development needs through performance management or a development centre (Mouazen et al., 2024). The approach may be structured around a list of generic or core competences which have been

defined as being appropriate for managers in the organization. The three basic approaches to management development are:

1. Learning through work;
2. Formal training; and
3. Feedback, facilitation and support.

These can be achieved through both formal and informal means, as described below.

The formal approaches to management development include:

- Development on the job through coaching, counselling, monitoring and feedback by managers on a continuous basis associated with the use of performance management processes to identify and satisfy development needs, and with mentoring;
- Development through work experience, which includes job rotation, job enlargement, taking part in project teams or task groups, 'action learning', and secondment outside the organization;
- Formal training by means of internal or external courses - although management training programmes are more likely to be delivered in a series of modules over a number of months rather than a single, long, residential course;
- Structured self-development by following self-managed learning programmes agreed as a personal development plan or learning contract with the manager or a management development adviser - these may include guidance reading or the deliberate extension of knowledge or acquisition of new skills on the job;
- E-learning as part of a blended learning programme.

The formal approaches to management development are based on the identification of development needs through performance management. The approach may be structured around a list of generic or core competences which have been defined as being appropriate for managers in the organization (Mtau & Rahul, 2024).

Informal approaches to management development make use of the learning experiences that managers meet during the course of their everyday work. Managers are learning every time they are confronted with an unusual problem, an unfamiliar task or a move to a different job. They then have to evolve new ways of dealing with the situation. They will learn if they analyse what they did to determine how and why it contributed to its success or failure. This retrospective or reflective learning will be effective if managers can apply it successfully in the future. This is potentially the most powerful form of learning. The question is, is there anything that can be done to help managers make the best use of their experience? This type of 'experiential' learning comes naturally to some managers. They seem to absorb, unconsciously and by some process of osmosis, the lessons from their experience, although in fact they have probably developed a capacity for almost instantaneous analysis, which they store in their mental databank and which they can retrieve whenever necessary. Ordinary mortals, however, either find it difficult to do this sort of analysis or do not recognize the need. This is where semi-formal approaches can be used to encourage and help managers to learn more effectively. These approaches include:

- a) Emphasizing self-assessment and the identification of development needs by getting managers to assess their own performance against agreed objectives and analyse the factors that contributed to
- b) Effective or less effective performance – this can be provided through performance management;
- c) Getting managers to produce their own personal development plans or selfmanaged learning programmes;
- d) Encouraging managers to discuss their own problems and opportunities with their bosses, colleagues or mentors in order to establish for themselves what they need to learn or be
- e) Able to do.

An integrated approach to management development will make judicious use of both the formal and informal methods as described above. There

are five governing principles:

1. The reality of management - the approach to management development should avoid making simplistic assumptions on what managers need to know or do, based on the classical analysis of management as the processes of planning, organizing, directing and controlling. In reality managerial work is relatively disorganized and fragmented, and this is why many practising managers reject the facile solutions suggested by some formal management training programmes.
2. Relevance - it is too easy to assume that all managers need to know about such nostrums as strategic planning, economic value added, balance sheet analysis, etc. These can be useful but they may not be what managers really need. Management development processes must be related to the needs of particular managers in specific jobs and these processes may or may not include techniques such as those listed above.
3. Self-development - managers need to be encouraged to develop themselves and helped to do so. Performance management will aim to provide this guidance.
4. Experiential learning - if learning can be described as a modification of behavior through experience then the principal method by which managers can be equipped is by providing them with the right variety of experience, in good time in the course of their careers, and by helping them to learn from that experience - coaching and action learning are methods of achieving this.
5. Formal training - courses can supplement but can never replace experience and they must be carefully timed and selected or designed to meet particular needs. A 'sheep dip' approach which exposes all managers to the same training course may be desirable in some circumstances, but the focus should generally be on identifying and meeting individual learning needs.

Competency-based management development uses competency frameworks as a means of identifying and expressing development needs and pointing the way to self-managed learning programmes or

the provision of learning opportunities by the organization (Benayoune, 2024). Competency-based management development may concentrate on a limited number of core or generic competences which the organization has decided will be an essential part of the equipment of their managers if they are going to take the organization forward in line with its strategic plans. It will consider issues like:

- a) Strategic capability to understand the changing business environment, opportunities for product-market development, competitive challenges and the strengths and weaknesses of their own organization in order to identify optimum strategic responses;
- b) Change management capability to identify change needs, plan change programmes and persuade others to participate willingly in the implementation of change;
- c) Team management capability to get diverse groups of people from different disciplines to work well together.
- d) Relationship management to network effectively with others to share information and pool resources to achieve common objectives;
- e) International management to be capable of managing across international frontiers, working well with people of other nationalities

Conclusion

Management development from an Islamic perspective emphasizes a holistic approach that integrates Islamic ethical principles, moral values, and spiritual guidance into organizational leadership practices. This view is deeply rooted in the teachings of the Prophet Muhammad (peace be upon him), as reflected in the hadith:

“Each of you is a shepherd, and each of you is responsible for his flock.” (Sahih al-Bukhari, Book 81, Hadith 7138; also found in Book 93, Hadith 2).

This powerful statement underscores the Islamic concept of *amānah* (trust) and accountability—highlighting that every individual in a

position of authority, whether a leader, manager, or team member, bears responsibility for those under their care.

In Islam, leadership extends beyond financial performance or profit maximization. It encompasses a broader duty toward society, justice, and human welfare. Managers are viewed not merely as administrators, but as stewards (*khalīfah*) entrusted with the ethical management of resources, people, and organizational outcomes. Their actions must align with Islamic values such as justice (*‘adl*), integrity (*amānah*), compassion (*rahmah*), and service to the community.

Islamic management promotes the cultivation of leaders who foster inclusive, collaborative, and consultative (*shūrā*) organizational cultures—where individuals are treated with dignity, fairness, and respect, regardless of background or status. True leadership, therefore, is not measured solely by technical skill, but by moral character and ethical consistency.

This dual emphasis on professional competence and spiritual accountability equips leaders to navigate modern organizational challenges with wisdom, resilience, and purpose. By adhering to these principles, organizations can achieve not only sustainable growth but also fulfill their higher purpose: serving humanity and honoring their responsibility before Allah.

Review questions and problems

1. What are the core principles of Islamic management development?
2. How does Islamic management development address employee performance?
3. In what ways can Islamic teachings influence leadership styles within organizations?
4. What role does teamwork play in Islamic management development?
5. How can organizations integrate Islamic values into their

management practices?

6. What challenges might organizations face when implementing Islamic management principles?
7. Can you provide examples of successful implementation of Islamic management practices in contemporary organizations?
8. What impact does an understanding of Islam have on global business interactions?

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PERFORMANCE MANAGEMENT AND APPRAISAL

What is Performance management

Performance management in Islam represents a comprehensive framework that integrates ethical principles derived from Islamic teachings—particularly the Qur'an and Hadith—with contemporary organizational practices for managing employee performance (Bashir et al., 2025). Rooted in core Islamic values such as fairness, justice, and accountability, this approach ensures that performance systems are not only effective but also morally grounded. According to Bashir et al. (2025), such systems should align individual employee goals with broader organizational objectives while ensuring all managerial actions reflect Islamic ethical imperatives.

More broadly, performance management refers to the structured set of activities and processes designed to ensure employees meet their goals in a timely and effective manner (Kiu & Chan, 2024). These goals must be strategically aligned with the organization's mission, vision, and core values. When properly implemented, performance management enhances both the efficiency and effectiveness of employee contributions, fostering organizational success (Kiu & Chan, 2024).

Importantly, Islamic performance management adopts a holistic perspective: it evaluates employee performance not merely as an output metric, but with due consideration for the developmental needs of both the individual and the organization. It proactively supports employees in fulfilling their responsibilities while ensuring their efforts contribute meaningfully to the organization's overarching purpose and ethical foundation.

Learning outcome

By the end of this chapter:

1. The learners should be able to define the concept of performance management in Islam.
2. The learners should be able to demonstrate how performance of employees is managed and appraised within the Islamic context

Performance appraisal

In Islam, performance management is fundamentally grounded in the principle of fairness in the workplace (Adnan et al., 2021). Islam takes a firm ethical stance on managing performance, emphasizing justice, transparency, and moral accountability. The absence of these values can lead to workplace inequity, erode trust between employers and employees, and undermine organizational harmony (Walusimbi, 2023).

From an Islamic perspective, while employees should be duly rewarded for their contributions, such recognition must be administered with justice and transparency. Fairness must govern all aspects of performance evaluation and reward systems. At its core, work in Islam is viewed as a sacred trust and a fulfillment of commitment. As stated in the Qur'an (5:1): *"O you who believe! Fulfill your covenants."* This verse underscores the mutual obligations between employer and employee – each party is morally and spiritually bound to honor their commitments.

Employees are expected to perform their duties with sincerity (*ikhlas*), integrity, and diligence, recognizing their work as an act of worship. Likewise, employers are obligated to uphold their promises – whether related to compensation, working conditions, or professional development – with equal sincerity and fairness. In this way, Islamic performance management fosters a culture of mutual responsibility, ethical conduct, and spiritual accountability.

Performance appraisal evaluates the employee's performance based on how he has performed in the immediate past. Performance appraisal,

on the other hand, is nothing but the evaluation of an employee's performance (Kusuma, 2024). Feedback forms are given to the employee. After the employee has given self-feedback, the manager gives a final review. Performance appraisal also deals with the evaluation of an employee's competencies such as commitment to the organization's core values, ability to take initiatives, responsibility for tasks, strengths, and weaknesses, skill set and training, etc.

Appraising performance in Islam requires that the appraiser is fair and just while doing this exercise as the Quran says in chapter 5 verse 8,

"O you who have believed be persistently standing firm for Allah, witnesses in justice, and do not let the hatred of people prevent you from being Just. Be just; that is nearer to righteousness".

Therefore, in appraising performance the appraiser should show the element of justice while doing his work.

How to Differentiate Between Performance Management and Performance Appraisal

While both performance management and performance appraisal deal with the performance of the employees in an organisation, there are differences that exist between the two. To understand this difference, we refer to the table 6.1 below that shows the key aspects that differentiates performance management from performance appraisals.

Table 6.1 that Differentiate between Performance Management and Performance Appraisal

Performance Management	Performance Appraisal
Performance management is about helping an employee to develop and increase his/ her performance and productivity.	Performance appraisal evaluates the actual performance of the employee, but it does not focus on the employee's performance productivity.
Performance management looks at an employee's performance keeping in mind the present and the future.	Performance appraisal evaluates the employee's performance based on how he/she has performed in the immediate past.
Performance management proactively manages an employee's performance and ensures that the employee has accomplished all the goals, vision, mission and the core values of the organization.	Performance appraisal only looks at the employee's performance objectively for the year and give final feedback to the employee.
Performance management has a holistic approach that evaluates the relationship between the employee and the organization and examine ways in which employee engagement can be fostered.	Performance appraisal is individualistic in nature and pertains to the employee and his/ her past performance.
Performance management is strategic in the sense that it is constantly measuring an employee's performance and formulating new strategies for the employee's development.	A performance appraisal system is operational because it follows certain protocol for performance, and it focuses only on the result of the employee's performance.
Performance management is very dynamic because it involves a lot of dialog between the employee and the senior managers. There is more room for discussion in performance management.	Performance appraisals are very linear in terms of the communication because it has a very top-down approach towards employee performance. There is a discussion that takes place only after the performance appraisal process.
Performance management is future oriented keeping in mind the strategies required for maintaining the employee performance for the next year. Performance management finds ways to improve employee performance.	Performance appraisal is very retrospective in the sense that it looks back on past events and situations. It looks at an employee's performance over a period. Performance appraisal is very past oriented.

Performance management is a continuous ongoing process by giving real time instant performance reviews. Luckily, with the advent of an employee performance management software, there is a performance management tool that has a continuous feedback mechanism for effective performance management.	Performance appraisal system facilitates performance appraisals only once or twice a year. There is a performance management tool for appraisals, feedback happens in a periodic manner during appraisals, but the feedback may not focus on development. Typically, the discussion during appraisals revolves around justifying the rating and feedback.
Performance management has a qualitative and quantitative approach in the sense it has ratings and more continuous feedback. If an organization has an employee performance management software, then performance management is usually in the form of comprehensive feedback given to the employees and their performance.	Performance appraisal on the other hand, has a quantitative approach towards an employee's performance. In an employee performance management software, performance appraisals use rating scales to evaluate employee performance. There is minimal scope for constant feedback. The ratings are the only final measurement that is used for performance appraisal.
Performance management is flexible in terms of keeping in mind the growth of the organization. Compensation and salary revisions are a part of PMS, but performance management comes up with developmental plans for more improvement	Performance appraisal is usually rigid because it is only confined to an employee's past performance. It has little to do with his growth.

In the table 6.1 above it is clearly shown performance management is broader than performance appraisal it looks at the vision mission and the objectives of the organisation and how they are to be achieved. We also learn that while performance management helps the individual develop and increase his or her productivity, performance appraisal will evaluate the actual performance of the employee. The table among many issues also tells us that performance management is both qualitative and quantitative while performance appraisal is quantitative in nature as the focus is on the productivity of the individual.

A link between performance management and human resource development.

Performance management

Performance management is about setting clear and measurable objectives for work, and is an important managerial and human resource tool. A well-run performance management system will provide staff with clear objectives for their job, and plenty of opportunities for feedback and discussion with their supervisor (Ezeafulukwe et al., 2024). The objectives will be clearly linked with the strategic priorities of the organization helping the individual gain skills critical for success, thereby creating the link between motivation and human resource development.

Islam instructs managers to reward employees with justice and fairness, while treating them with dignity and respect. Managers are encouraged to actively listen to their employees' perspectives and ensure that all rewards and recognitions are distributed equitably. This ethical imperative is rooted in the Qur'an, where Allah commands:

"O you who have believed, be persistently standing firm for Allah, witnesses in justice, and do not let the hatred of a people prevent you from being just. Be just; that is nearer to righteousness." (Qur'an 5:8)

This verse underscores that justice must be upheld regardless of personal feelings or external pressures — a principle directly applicable to workplace dynamics. Therefore, employers are obligated to embody humility, professionalism, and unwavering fairness in all interactions with employees (Adnan et al., 2021). In doing so, they fulfill not only managerial responsibilities but also divine injunctions that elevate ethical leadership to an act of worship.

Performance management helps to highlight performance gaps. A performance gap is the difference between current and desired performance levels. The term is used to highlight discrepancies between how an individual is performing in relation to the overall performance objectives of an organization. Performance gaps can be highly detrimental to your business. They can cause individuals, teams and organizations to underperform, resulting in a loss of revenue and profits. They can also

have an effect on corporate culture, resulting in decreased motivation and satisfaction levels. This, in turn, can have a negative impact on retention levels (Ezeafulukwe et al., 2024). The best way to establish whether there is a performance gap in your company is to carry out a performance gap analysis. With this exercise, you measure performance against established goals and benchmarks so that you can identify areas for improvement. This might be in terms of specific skills or abilities, or in relation to general performance issues resulting from a lack of motivation, clarity, or training. Performance gaps in appraisal will give you an idea of what you should be looking for which will help to explain where the gaps are in performance and could be as a result of some of the following:

- One of your sales representatives is consistently missing their sales targets. This has a knock-on effect as it prevents the sales team as a whole from missing its monthly sales objectives.
- You identify that there are continuous delays in your product manufacturing department. This is preventing products from being shipped on time, resulting in high levels of customer complaints. These complaints are overwhelming your customer service team and having a negative impact on their own performance levels.
- Your invoicing department has been underperforming recently and supplier invoices are being paid late. A number of suppliers decide to terminate their service agreement with you as a result of this. This, in turn, affects the performance of your organization as a whole as you are now unable to meet customer expectations.

Common causes of performance gaps in organizations include the following:

- a) Lack of clarity. If your employees do not have a clear understanding of what their performance goals are, then it will be difficult for them to meet them. Part of your employee performance management strategy should focus on establishing and communicating clear performance targets for each employee.
- b) Poor leadership. If your employees do not have clear support

and guidance, then it will be a lot harder for them to perform effectively. At its worst, it can result in confusion, frustration and disengagement, further affecting individual and team performance.

- c) Unreasonable expectations. Are your performance goals reasonable and attainable? Do your employees have the tools and resources they need to achieve them? If not, then this will have a direct impact on performance gap management.
- d) General lack of motivation and disengagement. If your employees are disengaged and lack motivation, they are less likely to care about meeting performance objectives.
- e) Skill and talent gaps. Unless your employees have the right skills sets and abilities in order to perform their duties, it will be difficult for them to meet their performance goals.

Performance gaps and what they reveal

The performance gaps will create areas for human resource development in the following ways:

Map the skills that are currently missing in your team

This data can come from resumes and your organization's HRIS. Building a skills inventory will also help you get an overview of the skills your employees currently have. Furthermore, employees can self-assess their skills and abilities as part of their new hire survey, or you can simply review current job skill requirements with supervisors.

Get a targeted training program in place

As we have mentioned just above, once you have identified which skills and competencies your employees are missing, you can develop targeted training plans to close these gaps. Implementing performance coaching will also help your employees perform better and learn on the job.

Assign learning goals to new hires, but have a structure to what they learn and get feedback on what they think is missing.

Set Training and Development Programs

Different performance gaps require different training methods. Identifying the most suitable approach ensures that learning is engaging and effective. By assessing individual learning styles, and current skill levels, your organization can create personalized training experiences that resonate with employees and drive growth.

Job rotation

Job rotation diversifies skills and keeps employees engaged. It provides new challenges and insights, promoting growth and closing performance gaps. Through careful planning, ongoing support, and evaluation, job rotation can become an instrumental strategy in developing multifaceted employees.

Conclusion

The integration of Islamic principles into performance management and appraisal systems offers a holistic and ethically grounded framework that prioritizes fairness, justice, and mutual accountability. Rooted in the Qur'an and the Sunnah, these teachings provide clear moral guidance for both employers and employees, fostering a workplace culture built on integrity and sincerity.

A key prophetic tradition underscores this ethical foundation: in *Sahih al-Bukhari* (Hadith 6689, Book 83), the Prophet Muhammad ﷺ said: “*Actions are judged by intentions.*” This principle reminds us that every aspect of performance management — from goal-setting to evaluation and reward — must be guided by sincere and righteous intentions. It calls on individuals to reflect on their motivations and align their professional conduct with higher moral standards.

Islam further mandates that all employer-employee dealings be conducted with transparency, fairness, and proper documentation. This includes implementing unbiased performance evaluations, equitable reward systems, and clear, open communication of expectations. Both parties are spiritually and morally accountable for fulfilling their respective roles:

employers must design and administer appraisal systems that are just, constructive, and developmental; employees, in turn, are encouraged to perform their duties with diligence, honesty, and commitment.

By embedding these Islamic values into organizational practices, firms can cultivate not only greater productivity and efficiency but also a culture of mutual trust, dignity, and respect. Ultimately, this ethical and holistic approach to performance management enhances organizational effectiveness while upholding the timeless moral imperatives of Islam.

Review questions

1. What are the fundamental principles of performance management in Islam?
2. How does Islamic ethics influence employee appraisal systems?
3. In what ways can Islamic principles address common issues in performance management?
4. What role does accountability play in the Islamic perspective of performance appraisal?
5. How can organizations implement an effective reward system based on Islamic values?
6. What challenges might organizations face when integrating Islamic principles into their performance management systems?
7. How does trust factor into the relationship between employees and management within an Islamic framework?
8. What impact does cultural context have on the implementation of performance management systems in Muslim-majority countries?
9. Can you identify specific Quranic verses or Hadiths that support ethical practices in employee performance management?
10. What strategies can be employed to enhance training and development programs aligned with Islamic values?

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EMPLOYEE DEVELOPMENT

What is employee development

Employee development is the practice of learning new skills and honing existing ones. With help from their employer, employees can take time to learn how to use new technologies and techniques, develop their knowledge of an industry or subject matter, and grow their competencies across different areas. It may also be explained as a process of improving employees' existing competencies and skills and developing newer ones to support the organization's goals (Kwon et al., 2024). Employee development is not just about developing organizational L&D strategies but also look at how the employee can be beneficial to the entire organisation.

Learning outcomes

By the end of this chapter:

1. The learners should be able to reframe the meaning of employee development in the Islamic perspective.
2. The learners should be able to point out the various methods of employee development in the Islamic perspective

Employee development, the Islamic perspective

Islam regards employee development as integral to enhancing employee performance (Prakoso & Rijal, 2024). Unlike conventional models that focus narrowly on organizational outcomes, Islamic employee development extends beyond productivity to encompass the spiritual, moral, and personal growth of the individual. Ultimately, all human endeavors – including professional development – are viewed as acts

of worship (*'ibadah*) directed toward the Almighty (Gano et al., 2024). When performed with sincerity and excellence, work becomes a form of devotion, elevating daily tasks into spiritually meaningful acts.

Human beings, though created in the best of forms (Qur'an 95:4), possess the innate potential for both good and evil. It is through divine guidance and ethical teachings that individuals are steered toward righteousness and excellence in conduct. Thus, employee development in Islam is not merely a managerial function — it is a holistic commitment to the well-being of employees, aligned with Islam's comprehensive worldview that addresses every dimension of human life, including human resource development.

Islam imposes both a moral and professional obligation on employees to seek knowledge and wisdom throughout their lives. Employers, in turn, are encouraged — even required — to support this pursuit by providing equitable access to training and development opportunities, free from discrimination of any kind (Gano et al., 2024). Such support reflects the Islamic principle of mutual responsibility and care within the workplace community.

Employee development, in this context, is understood as a continuous process of enhancing existing competencies, acquiring new skills, and nurturing moral character — all in service of both individual growth and organizational objectives. Embedded within this definition are several key considerations:

- Employee development is not just about developing organizational L&D strategies
- It is more than just implementing mandatory employee training
- It goes way beyond meeting with employees annually to discuss their shortcomings and highlighting improvement needs

When done right in the Islamic way, even though employee development requires investment (time, effort and financing) from the company, those investments will more than pay off over the longer-term. For instance,

sometimes letting go of an employee with limited skills, or developing those skills to the organization's standards, will both cost money. However, if those development efforts result in longer-term employee retention, that is a win-win situation for everyone concerned. In the above scenario, what can employee development do?

- It can avoid costly (and sometimes protracted) process of hiring a replacement for an outgoing employee
- It can preserve a lot of “sunk capital” already invested in that employee in terms of his/her organizational experience and expertise
- It allows HR professionals and L&D experts to build upon (rather than build from scratch) organization culture (different from technical experience and expertise) already inculcated into that employee

All-in-all, further developing an employee result in getting human assets up and running, to organizational standards, much more efficiently than onboarding or indoctrination training of freshly hired employees would.

Importance of employee development

In Islam, work is not merely an economic activity but a religious obligation that must be carried out to the best of one's ability and in accordance with one's capabilities. Through work, individuals fulfill essential responsibilities – such as providing for their families and supporting their relatives – thereby upholding social and moral duties (Noer, 2022). The Qur'an further encourages believers to *“vie one with another in good works”* (Qur'an 103:3), framing professional effort as a spiritually meaningful endeavor.

Islam requires employees to exert sincere effort in their work, recognizing that diligence and excellence benefit not only the individual but also the employer and the broader community. Moreover, Islamic teachings emphasize that livelihood must be earned through lawful (*halal*) means;

income derived without genuine effort or through prohibited (*haram*) channels is strictly forbidden.

Given this ethical and spiritual framework, a well-designed, intentional employee development strategy becomes essential at all organizational levels – not only to enhance productivity, but to nurture moral character, professional competence, and alignment with Islamic values.

1. Performance Improvement

For companies to remain competitive in their niche, the organization must continue to outperform the competition. Employee development can help the organization meet – and even exceed performance expectations.

2. Better handle unexpected situations

Today's business environment is all about constant change. And that change not only brings challenges (for the workforce), but if handled properly, it also opens previously unexpected opportunities. It is therefore vital for the workforce to be able to handle ever-evolving situations quickly and effectively. One of the benefits of having a well-defined employee development program is that it can equip employees to better handle the unexpected.

3. Learning culture inside an organization help attract new employees and improve loyalty

HR professionals can attest to the fact that it is not just enough to advertise job vacancies it's equally important for prospective employees to want to apply for those posts. If the latter is absent, companies will not attract the best and the brightest to help them remain competitive.

4. Save money via retaining employees

Investing in in-house employee skills development programs is important to ensure that the workforce can do what they must do to "keep the ship afloat". However, employee development can also be a big money-saver in the longer-term.

5. Help grow potentially good employees into great leaders

If an organization is to grow, survive and thrive in the long-term, it needs to build a continuous stream of would-be-leaders.

6. Improve employee engagement and motivation with good training

Having a workforce that's fully committed and engaged with the organization at every level is vital for success. Driving employee engagement, so that they remain motivated to the company's mission, is a function of various factors, such as a good working environment, employee recognition and appreciation, frequent communication and great training.

7. This gives the company flexibility to expand, innovate and compete more robustly within its niche. To be a true market leader in one's niche, it is important for companies to be nimble, flexible and accommodative to the needs of their customers and partners. Having a well-balanced workforce, that has the skills to innovate and compete for new business opportunities, is one benefit that robust employee development plans offer to organizations.

What are the employee development areas?

Islamic teachings on employee development encompass far more than mere skill enhancement; they advocate a holistic approach that integrates spiritual and moral growth with professional advancement (Noer, 2022). In this framework, personal integrity, ethical conduct, and devotion to excellence are as vital as technical competence.

However, implementing employee development in an organization requires more than a general commitment — it demands a precise diagnosis of specific developmental needs. Without a comprehensive understanding of these gaps, organizations cannot design targeted, effective development plans (Bilderback, 2025).

Key areas for employee development typically include the following seven competencies:

1. Flexibility – Adapting to change and diverse workplace demands
2. Communication Skills – Expressing ideas clearly and listening actively
3. Conflict Resolution – Managing and resolving disagreements constructively
4. Tactfulness – Demonstrating diplomacy and emotional intelligence
5. Work Ethic – Exhibiting diligence, responsibility, and accountability
6. Leadership Skills – Inspiring, guiding, and empowering others
7. Stress Management – Maintaining composure and productivity under pressure

Employee counseling

Islamic counselling refers to the provision of targeted, systematic, and ethically grounded support aimed at helping individuals realize and maximize their God-given potential (Osman et al., 2021). Rooted in Islamic teachings, it recognizes that human beings are not merely physical or intellectual entities, but integrated beings composed of four interconnected dimensions: the mind, the body, the self (nafs), and the soul/spirit (ruh).

Islam emphasizes balance and moderation in all aspects of life – including work. Employees should not be overburdened, as excessive stress or workload contradicts the Prophetic principle of ease and compassion in labor. Muslims are instructed to care for both body and mind: this includes maintaining physical health through proper nutrition and self-care, as well as nurturing mental and emotional well-being – for which counselling is a legitimate and encouraged form of support.

Spiritual well-being is equally vital. A person who aligns their actions with Islamic principles and maintains a conscious relationship with Allah is considered spiritually grounded – and this spiritual foundation often serves as a source of resilience, purpose, and inner peace. It is this holistic

understanding of the human being that makes counselling not only permissible but beneficial and encouraged in Islam.

In the workplace context, counselling may be defined as a supportive process in which supervisors or trained professionals assist employees in reflecting on their performance, behaviors, and challenges – with the goal of fostering personal growth, improving job effectiveness, and aligning conduct with both organizational and Islamic values.

Therefore, the following are key reasons why counselling should be integrated into the workplace:

- 1. Support Employees in Overcoming Challenges**

Employees often face personal or professional difficulties that hinder their performance. Counselling provides them with constructive strategies and emotional support to navigate these challenges effectively and develop healthier coping mechanisms.

- 2. Demonstrate Organizational Care and Commitment**

Counselling signals to employees that their well-being matters. When employers invest in counselling, it reinforces trust and shows genuine concern for employees' mental, emotional, and spiritual health – strengthening loyalty and morale.

- 3. Identify and Address Work-Related Issues and Performance Gaps**

Through structured counselling, managers can uncover root causes of poor performance – whether stemming from skill gaps, workplace stress, interpersonal conflict, or misalignment of expectations – and address them proactively.

- 4. Enhance Employee Productivity and Confidence**

Counselling helps employees regain clarity, rebuild self-efficacy, and approach their responsibilities with renewed focus and assurance. This not only improves individual output but also contributes to a more motivated and resilient workforce.

Counselling helps to improve organisational performance by helping the employees to:

- a) Cope with their problems.
- b) Helping employees to realize their potential.
- c) Helping employees to understand their strengths and weaknesses.
- d) Providing employees an opportunity to acquire more insight into their behaviour and analyse the dynamics of such behaviour.
- e) Helping employees to have a better understanding of the environment.
- f) Increasing personal and interpersonal effectiveness through effective feedback.
- g) Encouraging employees to set goals for further improvement; and
- h) Providing employees an atmosphere for sharing and discussing their tension, conflicts, concerns, and problems.

Employee Coaching

Islamic training through coaching is defined as providing the necessary guidance and discipline through awakening potential virtues in the human being, and helping them develop skills that are critical for work performance (Raihan et al., 2025). The coaching is intended to develop individuals by improving their skills and knowledge as they relate to the work place. Islamic training and development include several aspects, such as, intellectual, moral, spiritual, and emotional which aim to improve the knowledge, abilities, and skills of existing human resources. Employee coaching is a process where an employee is guided on how to improve their performance through regular and systematic feedback, support, and development (Hart, 2025). Employee coaching helps the individual meet or exceed the expectations of their role and contribute positively to the workplace.

1. Decide what you want to accomplish

Before you go to your employees with a new project, you need to be clear in your own mind about what you want them to accomplish. Coaching employees tends to be two-fold. Either you are coaching them for improvement (or because they are doing something wrong); or you are coaching them on a new process or topic that requires training. Whatever

the reason, focus on what the end result should look like more than how you think they should get there. Think about the big picture. How will it affect your overall company objectives?

2. Choose the right path

Now that the employee knows the why of this effort it is time to talk about how to get there. Set specific criteria for what the output should include and a timeline. Has this ever been done before? If so, is there someone else within the company or team who might provide some first-hand advice? Communication should come before, during and after the process. A key in determining the best approach is to know your employees' skill sets and areas of expertise. Some will need more instruction than others, depending on the topic. For instance, a new employee attempting an unfamiliar task might grow frustrated without a considerable amount of coaching.

3. Stay on top of the process

Circle back at regular intervals to check progress and encourage employees to ask questions if they have any concerns or issues. Don't overdo it by micromanaging your staff. Be there to guide, instruct and offer encouragement and direction as needed, but give them freedom and autonomy. Another challenge for the coach is correcting without doing so in a negative tone. There's a fine line between good support and micromanaging, and the best coaches know how to avoid crossing that barrier. Measure the employee's progress against the timeline and milestones you set and agreed upon. If you need to adjust the timing, discuss it with the employee and indicate how important it may (or may not) be to the success of the project.

4. Give feedback

Feedback is a two-way process. Employees must communicate any issues. You, as a coach, must respond with constructive feedback on their progress and how they can improve. Reassure your employees, and try to keep the message positive, but do not sugar coat it. Feedback can be hard when the outcome is not going great, but you need to be straightforward

and honest. You are not doing the employee any favour if you are not. In Islam, giving feedback, in form of sincere advice, is considered a virtuous act and a fundamental aspect of the faith. It is seen as a way to help others improve, which strengthens the organization, and fulfil organizational objectives (Raihan et al., 2025). Muslims are encouraged to be like a mirror to one another, offering honest feedback that helps in self-reflection and improvement. To provide straightforward feedback, do not be vague, provide examples, tell them what was not done right, show how it should be done differently and explain why it should be done a certain way. Always remember to be encouraging and to help them through the training. Your goal is to help them grow and learn. Sometimes people need a little optimism to keep them going.

5. Review and recalibrate

Schedule a final debriefing session with your team to reflect on the project as a whole. Use this opportunity to openly discuss what worked well, what didn't, and how processes or outcomes could be improved in the future. Encourage honest, constructive feedback – this not only fosters continuous improvement but also empowers employees to take ownership of their growth.

Equally important: take time to celebrate successes and formally recognize individual and team accomplishments. Positive reinforcement – whether through verbal appreciation, tangible rewards, or public acknowledgment – validates employees' hard work and reinforces the value of their contributions. When people feel seen and appreciated, they're more motivated to sustain their effort and strive for excellence in future projects.

Creating a successful coaching

1. Align coaching with your company's core values

Coaching is the key to achieving company goals. Therefore, your coaching should be based on your organization's core values. They become the why behind your advice and encouragement. This way, your coaching becomes less about what you think and reinforces the culture that you

want in your organization. When you and your employees are looking at the bigger picture together, it should help them be more receptive to you, too.

2. Understand what motivates your employees

It's okay to ask them flat-out, in a one-on-one meeting, what makes them feel motivated. Or you could distribute a questionnaire to all your employees at once. Have casual conversations where you find out what they do on the weekend and what their hobbies are. They are more likely to put in extra effort for a leader who genuinely cares about their well-being. There is a human side to coaching. A football coach who yells at players may find that is ineffective. If the coach appeals to the player's background instead, the coach might be able to speak the player's language and thus better motivate the player.

3. Keep it collaborative

No matter the situation, coaching conversations should flow both ways with ample opportunity for mutual feedback and discussion. This way, you're not removing your employees' responsibility in the matter or doing the work for them. Collaboration in coaching emphasizes the relationship and teaches you how to become sounding boards for each other. Effective coaching can build more trust on both sides and keep the door to improvement open at all times.

4. Know your team dynamics

As a coach, you should avoid assigning individuals to a project if they are unlikely to collaborate effectively — team dynamics matter. When such pairings are unavoidable, take the initiative to help team members find common ground, build mutual respect, and establish clear communication channels. Your ultimate goal is to drive the best possible outcome for the organization, and that begins with thoughtful, intentional coaching.

Remember: meaningful coaching requires investment — of your time, resources, and leadership skills. If you're not prepared to commit to developing individuals and guiding them through challenges, sustainable

success is unlikely. Great results are rarely accidental; they are cultivated through consistent, purposeful support. In the Islamic tradition of leadership, fostering harmony (*sulh*) and investing in others' growth are not just managerial strategies — they are acts of responsibility and trust (*amanah*) before Allah.

5. As much art as science

Coaching is there to help everyone succeed. Effective coaches inspire and listen. They build strong relationships of trust based on knowing their people and good communication skills. Coaches must be willing work alongside the employee, or take the blame if something was done poorly.

Employee Mentoring

In Islam, mentoring is deeply rooted in the concept of *tarbiyah* — the holistic nurturing and guidance of individuals on their spiritual, moral, and professional journeys. The Qur'an encourages believers to actively seek means of drawing closer to Allah, as stated in Surah Al-Ma'idah (5:35):

“O you who believe! Fear Allah, and seek the means of nearness to Him.”

This verse underscores the Islamic imperative to pursue knowledge, wisdom, and righteous companionship — whether through the Qur'an, the Sunnah of the Prophet ﷺ, or the counsel of those endowed with knowledge and experience. In this context, mentoring becomes not merely a professional tool but a spiritual responsibility — a means of fulfilling one's duty to support others in their growth (Fildzah & Makrufi, 2024).

In organizational settings, mentoring is formally defined as a developmental relationship in which a senior or more experienced individual — the mentor — serves as a guide, advisor, and role model to a junior colleague or trainee (Hryshchenko et al., 2025). The mentor provides ongoing support, constructive feedback, and wisdom drawn from personal experience, helping the mentee navigate challenges, build

competence, and align their work with both professional goals and ethical values.

At its core, mentoring is the intentional sharing of knowledge, insight, and lived experience — not to impose, but to illuminate the path forward. In the Islamic framework, this act of guidance carries profound spiritual weight: it is an investment in human potential and a means of fulfilling the communal obligation to “cooperate in righteousness and piety” (Qur’an 5:2).

Mentoring can be informal or formal:

Informal mentoring takes place spontaneously between senior and more junior employees. Formal mentoring occurs through a program with an established structure.

A mentor can be an employee’s manager or not:

Management typically involves at least some employee mentoring. In acting as a mentor for an employee who reports to you, think of yourself as an advocate for that employee not for any particular behavior, but for the person for their personal growth and career. Mentoring is an ongoing relationship that is developed between a senior and junior employee. Mentoring provides guidance and clear understanding of how the organization goes to achieve its vision and mission to the junior employee.

How Companies Can Establish Effective Mentorship Programs

Establishing effective mentorship programs requires careful planning, communication, and commitment from every party involved. Here are the key elements companies should consider when planning to implement mentorship programs:

1. Defining Objectives and Guidelines

Before launching a mentorship program, company leaders should clearly define its purpose and intended outcomes. Establishing well-articulated goals from the outset enables the design of a targeted, results-driven initiative that addresses specific developmental needs and aligns with

broader organizational objectives.

To guide this planning process, consider the following key questions:

a. Skill & Knowledge Gaps

What competencies, skills, or areas of knowledge do employees currently lack — and which should the program prioritize?

b. Desired Outcomes

What measurable milestones or achievements should participants reach by the end of the program?

c. Target Participants

Who are the intended mentees (e.g., new hires, high-potential employees, career transitioners)? Who are the ideal mentors (e.g., senior leaders, subject-matter experts, culturally aligned role models)?

d. Career Development Impact

How will participation in the program support individual career progression, confidence, and long-term growth?

e. Success Metrics

What key performance indicators (KPIs) will be used to evaluate the program's effectiveness — e.g., promotion rates, retention, skill assessments, participant feedback, or project outcomes?

In addition to goal-setting, it is essential to conduct a cost-benefit analysis to ensure the program delivers measurable value. Evaluate which components — such as training for mentors, time allocation, technology platforms, or recognition incentives — will generate the highest return on investment in terms of employee engagement, performance, and organizational growth.

2. Recruiting Mentors and Mentees

The next step is to identify and recruit mentorship participants. Mentors should be experienced and knowledgeable, but they should also have

a passion for leading and helping others succeed. Choose mentors who will be committed and have the extra time and resources to offer. In some cases, companies provide incentives that encourage employees to become mentors, such as additional training, the potential for bonuses, or professional development opportunities. Apply the same considerations when encouraging mentee participation.

3. Designing the Structure of Mentorship Programs

Next, leaders need to establish the structure of the mentorship program:

- a. Define the roles and responsibilities of each participant.
- b. Set expectations for communication and feedback.
- c. Create a fixed timeline for the program.

Each program should be designed with flexibility and adaptability to meet shifting needs. For example, some mentees may require more frequent meetings with their mentors, while others may need more guidance on specific skills or projects. The timeline of your mentorship program should be reasonable for meeting outcomes. Mentorship should meet the needs of team members and not add pressure on overworked employees.

4. Clear Communication

When planning and implementing mentorship programs, clearly communicating each step to all employees and stakeholders is essential. Communicate the company's plans to provide training, explain the benefits and potential setbacks, and offer guidance on how to participate and provide support in helping these programs continue. Leaders overseeing mentorship programs should also be available for feedback, asking participants how the program can improve now or in the future.

5. Measuring the Success of Mentorship

Finally, evaluate the effectiveness of the mentorship program on an ongoing basis. Measure the program's outcomes such as improvements in employee retention and productivity and solicit feedback from participants and stakeholders. Given stakeholder investments, transparency is key when measuring and communicating the success of your company's

mentorship programs. Be ready to showcase milestones and highlight which goals still need to be met.

Ways to become a good mentor at workplace

Successful people usually attribute a part of their success to their mentors. A good mentor can actually guide and advice a mentee in reaching great professional heights. Here are five ways you can become a great mentor.

Have interest

Being a great mentor works only when you have genuine interest on your mentee. Choose your mentees well so that you happily invest time in the relationship. Understand the mentee's background and narrative and help him figure out his current situation as well as dreams and aspirations.

Listening and learning

Have a regular conversation with your mentee. At least once a month works well. Find a common time and informal environment for meeting. Give your mentee undivided attention and ask open ended questions to help the mentee speak freely and openly. For best outcomes, constantly learn from your interactions.

Commitment

Have an open-door policy for your mentees to approach you and seek help whenever required. If they are serious and committed to their personal growth, use your network to make the appropriate connections for them. Be committed to fulfilling your promises to your mentees and hold them accountable too.

Provide feedback

Ask questions before you advise. Be non-judgmental and drop biases before you give feedback. Be proactive and assertive in discussing areas of improvement. Figure out how your feedback chats can be structured for maximum effectiveness. Finally, encourage your mentees to take their own decisions.

Important key points on Mentoring

- Mentoring focus on attitude development
- Conducted for management-level employees
- Mentoring is done by someone inside the company
- It is one-to-one interaction
- It helps in identifying weaknesses and focus on the area that needs improvement

Work-related stress

What related stress can be well understood by understanding what stress is

What is stress?

Stress is an inevitable aspect of professional life, but Islam offers powerful spiritual and practical tools to manage it with resilience and inner peace. Muslims are encouraged to anchor themselves in faith, even amid the pressures and chaos of the workplace, drawing strength from the remembrance of Allah and the serenity found in worship (Mateen & Iqbal, 2025).

Prayer (*salah*) — a cornerstone of Islamic practice — serves not only as an act of devotion but also as a profound source of emotional and psychological relief. Taking short, mindful breaks during the workday to perform ablution (*wudu*) and offer voluntary prayers (*nafl*) can provide a calming reset, helping individuals disconnect from stressors and reconnect with their spiritual center. This practice fosters presence, gratitude, and trust in divine wisdom — key components in cultivating emotional resilience. By integrating regular prayer, nurturing gratitude (*shukr*), and prioritizing holistic self-care — physical, mental, and spiritual — Muslims can navigate workplace challenges with grace, hope, and steadfastness.

From a psychological standpoint, work-related stress arises when job demands — whether cognitive, emotional, or physical — exceed an individual's capacity to cope. As Black et al. (2025) define it, stress is “the

adverse reaction people have to excessive pressures or other types of demand placed on them.” Recognizing this, organizations and individuals alike must create supportive environments that honor both human limits and spiritual needs.

Causes of stress at work

There are six main areas that can lead to work-related stress if they are not managed properly. These are: demands, control, support, relationships, role and change. For example, workers may say that they:

- a) Are not able to cope with the demands of their jobs
- b) Are unable to control the way they do their work
- c) Don't receive enough information and support
- d) Are having trouble with relationships at work, or are being bullied
- e) Don't fully understand their role and responsibilities
- f) Are not engaged when a business is undergoing change

Stress affects people differently – what stresses one person may not affect another. Factors like skills and experience, age or disability may all affect whether a worker can cope. By talking to your workers and understanding how to identify the signs of stress, you can

Signs of stress

If workers start acting differently, it can be a sign they are stressed. Managers should look out for signs of stress in teams and workers. Think about whether the stress could be linked to work pressure. Acting early can reduce the impact of pressure and make it easier to reduce or remove the causes (Black et al., 2025). If managers are worried that a worker is showing some of these signs, they should encourage them to see their supervisor. These signs can be symptoms of other conditions. If there is something wrong at work, and this has caused the problem, managers should take action.

Signs of stress in teams

Signs of stress in a team include: arguments, higher staff turnover, more reports of stress, more sickness absence, decreased performance and more

complaints and grievances. Employers must assess the risks of work-related stress in the workplace and take action to protect workers. You could review policies on bullying, harassment, and discrimination, and check that your first aid needs assessment considers physical and mental health needs.

Signs of stress in a worker

A change in the way someone acts can be a sign of stress, for example they may: take more time off, arrive for work later and be more twitchy or nervous. A change in the way someone thinks or feels can also be a sign of stress, for example: mood swings, being withdrawn, loss of motivation, commitment and confidence and increased emotional reactions being more tearful, sensitive or aggressive

Help for workers with stress at work

If you are stressed you may notice changes in the way you think or feel, for example: feeling negative, being indecisive, feeling isolated, feeling nervous and being unable to concentrate. If you are feeling signs of stress at work, it is important to talk to someone, for example your manager. If the pressure is due to what your line manager is doing, find out what policies are in place to deal with this.

What the employer must do

Your employer has a legal duty to assess the risks to your health from stress at work and share the results of any risk assessment with you. Your employer may follow HSE's Management Standards approach, which help identify and manage the main causes of stress at work. Employers must assess and manage all work-related risks. They should act to protect workers, and others, from any identified physical or mental health risks.

What to do about work-related stress

Check reality

When you are in a high-pressure situation, examine your train of thought to see if it is adding to the stress you feel. Are you imagining a far worse outcome than is likely? Is the project or situation likely to affect your job

approval, reputation, or income? Are you really out of your league? Or are the immediate demands really more of a challenge than a disaster in the making?

Manage your time

Correct time and priority management can reduce a lot of workplace stress. Start each day by making a to-do list of tasks, calls to make, and e-mails to write. Prioritize the list according to tasks you must do, those you would like to do, and those that can wait. Don't schedule too much. And build in time for interruptions.

Take a break

Hourly mini-breaks where you stretch your shoulders, back, and neck can provide physical stress relief. This can then reduce mental stress. Lunch is often skipped at the expense of more stress. Try to take lunch if you can.

Be realistic

Stop promising to do more than you can handle. Be polite as you say, "With the workload I have, I cannot take on more at this time."

Try muscle relaxation

Try this relaxation exercise: Starting at your head, tense your face by clenching your teeth and furrowing your brow. Hold the tension for 5 seconds. Then release it. Then continue to tighten and release each group of muscles in your body until you reach your toes.

Visualize

Sit or lie down and close your eyes. For 5 to 10 minutes, imagine you are in a place you love. This may be the beach, the mountains, or the house you grew up in. Breathe slowly and deeply as you imagine what you see, feel, hear, taste, and smell in your special place.

Breathe slowly and deeply

Try this: Breathe in through your nose and breathe out through your mouth. Do this until you have emptied most of the air from your lungs

and then as you slowly count to 4, gently exhale, letting your belly slowly fall. Pause for another second.

Eat a healthy diet and exercise regularly

A healthy diet rich in whole foods, fruits, vegetables, whole grains, and lean protein may reduce stress. Having lots of caffeine, sugar, and alcohol can increase it. Many studies have found exercise reduces stress. Aerobic exercise works best for most people. This includes running, swimming, or brisk walking. Yoga, Pilates, tai chi, or simple stretching can also help. They help create a calmer, meditative state.

Communicate

Talking with a family member or friend outside of work about the issues that cause your stress at work can help you put things in perspective. Explore solutions and ways to cope together.

Get help

If you've tried these self-help methods but continue to be highly stressed, get help. Talk with a mental health provider who specializes in stress management.

Self management and emotional intelligence

It is important to understand what self management is

What is self management

In Islam, self-management is a disciplined and spiritually grounded practice of planning, organizing, and directing one's time, energy, and intentions toward productive and meaningful ends — in all aspects of life. At its core, it begins with managing the *nafs* (the self or soul), as emphasized by Mateen & Iqbal (2025). The Qur'an underscores this foundational principle in Surah Ash-Shams (91:9-10):

"Indeed, he succeeds who purifies his soul, and indeed, he fails who corrupts it."

This powerful verse calls upon every believer to actively purify and nurture the soul through righteous actions, moral discipline, and conscious avoidance of harmful impulses. For a Muslim, true self-management means aligning every endeavor — professional or personal — with divine guidance, ensuring that actions are not only effective but also ethically sound and pleasing to Allah (Nurhikmah et al., 2024).

Beyond spiritual discipline, self-management also encompasses the practical ability to regulate one's behaviors, thoughts, and emotions in ways that enhance personal effectiveness and professional contribution. It is, in essence, emotional and behavioral stewardship — a prerequisite for impactful leadership.

Developing self-management skills is an introspective journey that demands honesty, self-awareness, and courage. As Turemuratova et al. (2025) note, it requires a deep exploration of one's emotional intelligence, self-control, and leadership patterns — a process through which individuals discover how well they truly govern themselves. Only by mastering the self can one hope to lead others with wisdom, integrity, and compassion.

Self-management skills

Developing self-management skills requires a certain level of self-awareness you need to know yourself before you can regulate yourself. Start slow and embrace the process, remembering that these skills are ongoing.

1. Time management

Time management is when you control how you use your time. This means prioritizing your most important tasks first and managing your daily to-do list. A leader who has good time management skills can manage their time effectively without the need for external help. Having good time management skills can help you stay engaged and avoid procrastination. As a leader, time management allows you enough time to both stay on top of your own work and empower others to do the same.

2. Self-motivation

Self-motivation is your ability to get motivated and proactively accomplish daily tasks. It takes a certain level of personal responsibility, but practicing self-motivation can help you become more self-aware and prioritize what's important to you. This is similar to intrinsic motivation, which is motivation that comes from within. Like self-motivation, intrinsic motivation stems from a variety of personal factors. For example, your internal motivator for volunteering could be that it makes you feel fulfilled. External motivators, on the other hand, are influenced by factors outside yourself. For example, working faster because you're scared of the repercussions if you work slower. Enjoying the work, you do is an important part of staying motivated and engaged throughout your workday.

3. Stress management

Leaders often deal with stress, but to be good at self-management you need to embody healthy stress management. Without stress management, you can suffer from overwork and, eventually, burnout. Leaders with good stress management skills approach work in a focused manner by connecting their initiatives to larger goals. When you know which task is most important and how project deliverables are tied to team goals, you can better prioritize work and will likely feel more fulfilled doing it.

4. Adaptability

Being adaptable means, you have the confidence and ability to pivot when changes arise. This is especially important for leaders who work in a fast-paced environment where project changes occur often. If a new project comes up that is a higher priority than the one you have been working on for the last couple of weeks.

5. Decision making

To be effective, it is essential for leaders to develop decision-making skills that reduce confusion and increase team empowerment. Problem solving and addressing issues can help you grow your decision-making skills.

Like all the skills we've looked at so far, decision making is something you can learn. Start by sharpening your critical thinking skills and learning how to analyze key information when problems arise.

6. Goal alignment

Setting goals means you prioritize the most important projects that have the highest impact on your business.

This means being able to see the bigger picture and knowing what is best for your team members and organization. In the long run, this will generate better results and boost team morale. Goal alignment consists of three main skills: Goal setting, goal communication and goal tracking.

7. Personal development

Personal development is key for all team members, but especially for leaders. In order to build your team's knowledge, you first need to build your own. This means taking the time to attend workshops, take courses, and connect with industry experts to develop your management skills. This means taking the time to attend workshops, take courses, and connect with industry experts all of which can help you develop your management skills. By continuing to develop your skills, you can empower your team to do the same. Not only does this mean individual career development, but it also means growth for the good of the company.

What is emotional intelligence

In Islam, emotional intelligence extends beyond merely understanding and regulating one's own emotions – it encompasses deep empathy, compassion, humility, and gratitude in all human interactions. Rooted in divine guidance, Islamic teachings offer a holistic framework for nurturing emotional maturity that aligns personal well-being with spiritual growth. One of the most effective ways to develop emotional intelligence through an Islamic lens is by embodying Islamic ethics in daily life. Treating others with kindness, respect, and compassion – as repeatedly emphasized in the Qur'an and Sunnah – not only fulfills a religious duty but also profoundly enhances emotional resilience and interpersonal harmony (Nurhikmah et al., 2024).

Seeking spiritual guidance during moments of emotional turmoil is another vital practice. A well-known hadith in *Sahih al-Bukhari* (Hadith 5641–5642, Book 75, Hadith 2) reminds believers that hardships serve as expiation for sins and a means of drawing closer to Allah. Reflecting on such wisdom helps individuals navigate emotional challenges with patience (*sabr*), trust (*tawakkul*), and grace — transforming trials into opportunities for spiritual and emotional refinement.

Moreover, consistent acts of worship — such as prayer (*salah*), fasting (*sawm*), and charity (*sadaqah*) — are not only pillars of faith but also powerful tools for emotional regulation. These practices cultivate gratitude (*shukr*), humility (*tawadu'*), and inner contentment (*rida*), all of which are foundational to emotional well-being and mature interpersonal relationships.

Emotional intelligence — also known as emotional quotient (EQ) — is the ability to recognize, understand, manage, and positively apply one's emotions to relieve stress, communicate effectively, empathize with others, overcome challenges, and resolve conflict. It is commonly defined by four core attributes:

1. Self-management – You are able to control impulsive feelings and behaviors, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.
2. Self-awareness – You recognize your own emotions and how they affect your thoughts and behavior. You know your strengths and weaknesses, and have self-confidence.
3. Social awareness – You have empathy. You can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.
4. Relationship management – You know how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

Why is emotional intelligence so important?

Contrary to popular belief, the smartest individuals are not always the most successful — or the most fulfilled — in life. Many of us know people who are academically brilliant yet struggle socially, professionally, or in their personal relationships. While intellectual ability, or Intelligence Quotient (IQ), may help you gain admission to a top university or master technical skills, it is Emotional Intelligence (EQ) that determines how well you manage stress, navigate emotions, and build meaningful relationships — especially during high-pressure moments like final exams or workplace challenges.

IQ and EQ are not opposing forces; they function best in tandem. When cultivated together, they create a powerful synergy: IQ provides the cognitive tools, while EQ ensures those tools are applied with self-awareness, empathy, and resilience.

The Impact of Emotional Intelligence

High EQ enables individuals to navigate the social complexities of academic and professional environments, lead and motivate teams effectively, and adapt to changing demands. Recognizing this, many forward-thinking organizations now consider emotional intelligence as critical as technical competence — and increasingly use EQ assessments during the hiring and promotion process.

Emotional regulation is deeply connected to stress management. When emotions go unchecked, stress often follows — and chronic stress can have severe physical consequences. It elevates blood pressure, weakens the immune system, increases the risk of heart disease and stroke, contributes to reproductive health issues, and even accelerates aging. Therefore, the foundational step in developing emotional intelligence is learning to recognize and manage stress before it manages you.

Key skills to increasing your emotional intelligence

Self-awareness

Managing stress is just the first step to building emotional intelligence. The science of attachment indicates that your current emotional experience is likely a reflection of your early life experience. Your ability to manage core feelings such as anger, sadness, fear, and joy often depends on the quality and consistency of your early life emotional experiences. If your primary caretaker as an infant understood and valued your emotions, it is likely your emotions have become valuable assets in adult life. But, if your emotional experiences as an infant were confusing, threatening or painful, it is likely you have tried to distance yourself from your emotions. The skills that make up emotional intelligence can be learned at any time. However, it is important to remember that there is a difference between simply learning about EI and applying that knowledge to your life.

Self-management

In order for you to engage your EI, you must be able to use your emotions to make constructive decisions about your behavior. When you become overly stressed, you can lose control of your emotions and the ability to act thoughtfully and appropriately. Think about a time when stress has overwhelmed you. Was it easy to think clearly or make a rational decision? Probably not. When you become overly stressed, your ability to both think clearly and accurately assess emotions your own and other peoples become compromised. Emotions are important pieces of information that tell you about yourself and others, but in the face of stress that takes us out of our comfort zone, we can become overwhelmed and lose control of ourselves.

Social awareness

Social awareness enables you to recognize and interpret the mainly nonverbal cues others are constantly using to communicate with you. These cues let you know how others are really feeling, how their emotional state is changing from moment to moment, and what's truly important to them. When groups of people send out similar nonverbal

cues, you are able to read and understand the power dynamics and shared emotional experiences of the group. In short, you are empathetic and socially comfortable. To build social awareness, you need to recognize the importance of mindfulness in the social process.

Relationship management

Working effectively with others begins with emotional awareness – the ability to recognize, understand, and respond to the feelings and experiences of those around us. In the Islamic worldview, human relationships – especially in professional settings – are not merely transactional but deeply ethical and spiritual.

Islam envisions a balanced life that harmonizes material well-being with spiritual growth, guided by the teachings of the Qur'an and the Sunnah of the Prophet Muhammad ﷺ (Mukhsinuddin & Efendi, 2025). This balance is rooted in the Islamic concept of holistic human flourishing (*hayat tayyibah*), where success is measured not only by productivity but by moral integrity, compassion, and gratitude.

The Qur'an (5:8) – often cited in ethical contexts – commands believers: *"Indeed, Allah commands you to render trusts to whom they are due and when you judge between people, to judge with justice."*

In employer-employee relationships, Islam places special emphasis on mercy, forgiveness, and mutual respect. Employers are encouraged to be patient, accommodating, and forgiving – recognizing that human error is part of the work process and that compassion fosters loyalty and excellence.

At the heart of any strong relationship – professional or personal – lies appreciation and gratitude. Islam teaches that ingratitude toward people is, in essence, ingratitude toward Allah. The Prophet ﷺ said: *"Whoever is not grateful to people is not grateful to Allah."* (Sunan Abi Dawud 4811, graded *sahih*)

Therefore, employers should express gratitude for their employees' efforts, and employees should honor the opportunities and support provided by their employers. This reciprocal appreciation not only strengthens workplace morale but also fulfills a deeper spiritual obligation – turning daily interactions into acts of worship and ethical refinement.

Employee Health and Welfare

What is employee health

Employee health encompasses the physical and mental status of your employees. It can cover illness and wellness in the same breath. When we talk about health, physical health comes into mind first, but mental health is just as important, Sarankarthik & Chitra (2025). And bad physical health can lead to bad mental health and vice versa. Employee health is essential, no kidding. Nobody wants to work next to someone vomiting in a trash can. No client wants to see that.

How much does bad Employee Health cost your business?

No matter how you look at it, unhealthy employees cost your businesses. Whether it's through stress from an unreasonable workload or the costs of "presenteeism" (which is when someone comes to work and goes through the motions, but is not being productive—usually due to illness or stress), it is a lot of money. Understandably, companies want to reduce the costs associated with employee health.

What can the organization do?

You want happy and healthy employees. This does not have to be because you are an innately good person – it can be because happy and healthy employees cost you less and bring in higher productivity levels. So, even if you are the most selfish person on the planet, it is in your best interest to invest in employee health. In larger organizations, one of the people involved with the employee health efforts will be the compensation and benefits manager, while in a smaller company this may just be another responsibility of an HR generalist. Here are some ideas of what you can do to improve employee health within your organization.

a) Wellness programs

Employee wellness programs are popular for a good reason people love the idea of getting their employees to exercise more or think about their eating habits and assume this will translate into healthier employees. The problem is, they often do not work. So, while it sounds great, it is not always giving the business the benefits it's hoping for. Regular exercise will benefit employees in the long run, but not within the 18 months of the study. Wellness programs can be fun but aren't necessarily the best choice for improving employee health.

a) Encourage vacation time

Vacation time (preferably paid) remains one of the benefits employees value most. Here is where Europe has a considerable advantage over the United States, which has no mandatory vacation time. Stepping away from work and taking a vacation reduces stress, lowers the risk of burn out, and increases productivity. Make sure your employees take the vacation time they are entitled to.

b) Encourage preventative health care

Other preventative care can also reduce costs. If your employees have chronic conditions, making sure they have the time to see their doctors can help keep their conditions under control and your employees at work. Make sure you encourage your employees to have regular check-ups.

c) Focus on Mental Health

Stress is a substantial, contributing factor to depression and burnout. Do you have adequate staffing levels? Are people working 60-hour work weeks? Do your managers have proper training so that they can support their staff? Remember, managing is not just about doing the work, but leading the team. If your managers create a toxic environment, the stress levels will increase. Managers who bully or ignore bully employees create a toxic environment that damages your employees, lowers productivity, and increases turnover.

d) Provide an Employee Assistance Program

Work is only one of the places where your employees experience stress. Marriages break apart, finances become tight, a car accident results in injuries and stress, and an unexpected lawsuit can break someone down. It spills over into the workplace. An employee assistance program can help your employees find a therapist, a financial planner, or a lawyer. All of these things can reduce stress in the workplace, as can an employee financial wellness program for instance.

What is employee welfare

Employee welfare is a term that encompasses a broad range of benefits and services that an employer may offer to its employees. It can include things like health insurance, dental insurance, vision insurance, life insurance, disability insurance and paid time off. In Islam, employee welfare is a crucial aspect of the employer-employee relationship that emphasizes justice, fairness, and mutual respect for one another. Islam promotes a framework where employers are responsible for the well-being of their employees while ensuring a fair compensation, a safe and healthy work environment and offer opportunities for personal and professional growth. This includes ensuring workers are not exploited, have access to necessary resources, and are treated with dignity and respect Kwon et al (2024).

What are the benefits of employee welfare?

There are many benefits to employee welfare, including:

1. Improved employee morale and productivity when employees feel appreciated and have their basic needs met, they are more likely to be productive and happy at work.
2. Reduced staff turnover. happy employees are less likely to leave their jobs, which can lead to reduced staff turnover and increased stability within the company.
3. Enhanced company image a company that takes care of its employees is often seen as more compassionate and caring, which can improve its image in the eyes of the public.

Who uses employee welfare?

In Islam, employee welfare — also referred to as staff welfare — is not merely a corporate perk but a moral obligation rooted in the principles of justice, compassion, and mutual responsibility. Employers are encouraged to actively enhance the physical, emotional, and spiritual well-being of their employees as an expression of ethical leadership (Mukhsinuddin & Efendi, 2025).

Within the field of human resources, “employee welfare” typically encompasses a broad spectrum of benefits and supportive services designed to improve quality of life at work and beyond. These may include health and dental insurance, paid leave, mental health support, on-site childcare, fitness or wellness programs, and other value-added benefits.

While modern organizations often implement welfare initiatives to attract and retain talent, boost morale, and increase productivity, the Islamic perspective elevates these practices beyond strategy — framing them as acts of social responsibility and *ihsan* (excellence in conduct). By caring for employees’ holistic needs, employers fulfill their role as stewards (*khalifah*) entrusted with the well-being of others — aligning organizational success with divine accountability.

How do you build an employee welfare system?

An employee welfare system grounded in Islamic principles is founded on justice (*‘adl*), fairness, and mutual responsibility between employer and employee. It goes beyond the mere payment of wages at month’s end to encompass the holistic well-being — physical, emotional, and spiritual — of the worker (Mukhsinuddin & Efendi, 2025). In Islam, caring for employees is not optional; it is a moral and religious duty that reflects the employer’s accountability before Allah.

While there is no universal template for designing such a system — as the most effective approach will vary according to an organization’s size, culture, and workforce needs — Islamic teachings offer guiding principles

and practical steps for implementation. As outlined by Kausar (2023), key stages in establishing a successful Islamic employee welfare system include:

1. Define Clear Goals and Objectives

Begin by identifying what you aim to achieve: Is it to enhance employee morale, boost productivity, reduce turnover, or foster a culture of care and loyalty? Ensure these goals are specific, measurable, and aligned with both organizational strategy and Islamic ethics – allowing for meaningful progress tracking over time.

2. Form a Cross-Functional Implementation Committee

Establish a dedicated task force or committee comprising representatives from all organizational levels – including frontline staff, managers, and HR. Where appropriate, include external experts in Islamic ethics, workplace wellness, or HR policy to ensure a well-rounded, faith-integrated approach.

3. Develop a Comprehensive Policy Framework

Create clear, written guidelines that outline:

- Eligibility criteria for welfare benefits
- Types of benefits and services offered (e.g., healthcare, childcare, counseling, flexible hours)
- Administrative procedures for access, review, and feedback
- Accountability mechanisms to ensure transparency and fairness in implementation

This framework should reflect Islamic values – such as compassion (*rahmah*), dignity (*karamah*), and trust (*amanah*) – ensuring that welfare initiatives are delivered equitably and with sincerity.

How do you manage an employee welfare system?

Kausar (2023) explains that the human resource manager can do the following:

a) Provide the Necessary Resources

The workplace should have everything needed to keep employees safe and comfortable. This includes having the right tools, equipment, and materials, providing a clean and well-ventilated environment, and offering ergonomic furniture or accessories. Your employees should also have access to the necessary resources, such as health and safety measures, training materials, and mental health services. You can also provide personal protective equipment, such as masks and gloves, to ensure their safety in the workplace.

b) Create Flexible Working Arrangements

Flexible working arrangements can help to accommodate work-life balance needs among your employees. It's important to offer options, such as flexible hours and remote work, to help employees manage their personal and professional obligations. The Excel holiday planner template was an excellent way to keep track of everything, but as people change departments, roles, and companies, this can be a real challenge. More advanced alternatives are now available, such as the holiday manager software, which will help you manage leave and absences more easily.

c) Develop a Wellness Program

A wellness program for your staff can help promote physical and mental health among employees. This could include yoga or meditation, healthy eating initiatives, wellness seminars, and onsite health screenings. You can also offer discounts for gym memberships or home fitness equipment to encourage physical activity. By creating a workplace culture of health and well-being, you can ensure that your employees are happy, healthy, and productive. Managing employee welfare is an integral part of any business. By providing the necessary resources, maintaining open lines of communication, creating flexible working arrangements, and offering appropriate benefits, you can ensure that your employees are safe and supported in the workplace. Additionally, investing in wellness programs can help promote physical and mental health among employee.

Conclusion

In conclusion, employee development grounded in Islamic principles embraces a holistic framework that weaves together moral integrity, fairness, and justice into the fabric of the workplace. Far from being limited to skill-building or performance metrics, Islamic teachings view employee growth as a sacred trust – recognizing each individual as a divinely endowed asset whose potential must be nurtured with care and responsibility.

Islam encourages continuous learning, self-improvement, and ethical excellence, urging organizations to cultivate environments where employees feel genuinely valued, spiritually supported, and professionally empowered. Central to this philosophy is the concept of *niyyah* (intention): both employers and employees are called to approach development initiatives with sincerity, seeking not only organizational success but also mutual upliftment and divine pleasure.

When development is pursued with pure intention and ethical commitment, it transcends transactional outcomes – becoming a means of personal transformation, social harmony, and ultimately, worship (*'ibadah*). In this light, Islamic employee development is not merely a human resource strategy – it is a moral imperative and a pathway to holistic excellence.

Review questions

1. What are the key principles of employee development in Islamic teachings?
2. How does Islamic philosophy view the relationship between employers and employees regarding development?
3. What role does community play in employee development according to Islamic principles?
4. How can Islamic values influence training programs within organizations?
5. What are some challenges organizations may face when implementing employee development initiatives aligned

- with Islamic teachings?
6. How do cultural differences impact employee development practices in Muslim-majority countries?
 7. What is the significance of mentorship in employee development according to Islamic teachings?

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CAREER MANAGEMENT AND DEVELOPMENT

What Is Career Management in Islam?

Career management is the intentional process of planning and taking purposeful action to achieve one's professional aspirations. It encompasses goal-setting, exploring career pathways, building professional networks, and committing to lifelong learning and skill development (Hirschi & Pang, 2025).

In Islam, however, a career is not merely a means of livelihood — it is a sacred responsibility and an act of worship (*'ibadah*) when pursued with sincere intention (*niyyah*). Every step in the career journey — whether setting goals, researching opportunities, networking, or acquiring new skills — becomes spiritually meaningful when aligned with Islamic values and undertaken for the sake of Allah.

As Dwiyantri et al. (2025) emphasize, when career management is guided by righteousness, integrity, and service to others, it transforms professional ambition into devotion. In this way, striving for excellence in one's career is not separate from being a good Muslim — it is an expression of it. Success, in the Islamic view, is measured not only by position or income, but by the purity of intention, ethical conduct, and contribution to the greater good. The Prophet Muhammad ﷺ said: "Allah loves to see His slave exerting effort in his work." (Al-Bayhaqi, *Shu'ab al-Iman*) — affirming that diligence and excellence in one's profession are beloved to Allah when rooted in sincerity.

Learning outcome

By the end of this chapter:

1. The learners should be able to explain the meaning of career and

- its management and development in the Islamic perspective.
2. The learners should be able to identify ways in which organisations can develop employee career in the Islamic perspective.

Why Is Career Management Important?

Career management is important because it gives you a sense of control over your career. It helps you to make the most of your talents and skills and to progress in your career in the way that you want (Hirschi & Pang, 2025). When you manage your career effectively, you are more likely to be happy and successful in your chosen field. In Islam, pursuing a career is not just about earning a living, it is an act of worship when done with the right intentions and when you engage in what is acceptable (halal) livelihood, using your skills to contribute to society, and aligning your work with Islamic values, you are fulfilling your duty as a Muslim (Yusnelly, 2023).

What's the difference between career management and career development?

Career management is the proactive process of taking ownership of one's professional journey — making intentional decisions that align with personal goals and values. Career development, by contrast, refers to the ongoing progression within one's career path, typically fostered through learning, training, and experience (Hirschi & Pang, 2025).

While we are encouraged to strive, plan, and invest in our growth, Islam reminds us to anchor every effort in humility and divine consciousness. In moments of achievement, we must express gratitude (*shukr*) to Allah; in times of setback, we are called to respond with patience (*sabr*) and trust in His wisdom. Success and failure alike are tests — opportunities to deepen our faith and refine our character.

Muslims are urged to face every professional challenge with excellence, performing each task to the best of their ability while simultaneously seeking Allah's guidance, support, and forgiveness through prayer and

reflection. As the Qur'an teaches, true success is not measured solely by titles or income, but by the quality of one's *taqwa* — the God-consciousness cultivated in the heart. It is this inner state of awareness, sincerity, and reliance on Allah that ultimately determines the value and lasting impact of our endeavors.

Career planning, career development and career strategy

Recognizing that each employee has unique aspirations, strengths, and areas for improvement, organizations must tailor their career development initiatives to individual needs. This could involve conducting regular performance evaluations, providing constructive feedback, and offering resources for skill enhancement, (Rachmad, 2025).

What's the difference between a job and a career?

A job is the occupation that you have at any given point in time. A career refers to your working life over time, and could include a single job that you stay in for many years, or a series of successive jobs within the same field (Banerjee et al., 2025). For example, you may decide to become a seventh-grade math teacher and stay in that job for 20 or 30 years or more, all the while gathering experience and additional training. In this case, you could say that your job was a math teacher, and that you also have a career as a math teacher. Or, you may decide simply that you want a career in health care. You might choose to begin that career as a certified nursing aide and then, with additional education, become a surgical technologist and then a registered nurse. It is important to think about both your short-term and long-term goals.

Career planning

Career planning in Islam does involve the alignment of one's professional life with Islamic principles. It involves seeking halal (lawful) and beneficial work while making a contribution to the betterment of the community in which one lives. The Islamic view is that one should emphasize balancing worldly success with his or her spiritual aspirations and ethical conduct which will make him or her a good Muslim who can contribute well to the society (Samsul et al., 2025).

Career planning is a process for: Knowing how your skills, talents, values, and interests translate into possible jobs or careers (Banerjee et al., 2025). Matching your skills, etc. to existing jobs or careers. Matching your career goals to your financial needs. Matching your career goals to your educational needs. Career planning is a process for:

- Identifying what you are good at
- Knowing how your skills, talents, values, and interests translate into possible jobs or careers
- Matching your skills, etc. to existing jobs or careers
- Matching your career goals to your financial needs
- Matching your career goals to your educational needs
- Making good decisions for yourself
- Finding ways to meet your educational and financial needs on your schedule

It is important to understand how your individual cultural context influences your worldview. Each of us has an individual worldview composing our attitudes, values, opinions, and beliefs about how things work in the world. Your Cultural Context surrounds the entire career planning process, and includes your cultural heritage and life experiences. The Career Planning Process Itself has three main components:

Self-exploration is the process of examining your:

- Skills
- Values
- Experience
- Interests
- Education

Occupational Exploration includes activities such as:

- Researching occupational and job profiles
- Conducting informational interviews
- Attending career and job fairs
- Gathering labor-market information

Educational Planning and Career Planning consists of: Decision making, goal setting, problem solving and action planning.

Career development

Career development is the proactive, lifelong process of finding your footing and advancing your career path. It's an intentional approach to creating a meaningful career that includes setting long-term goals, exploring professional development opportunities, and gaining new work experience.

How career development works

In Islam, career development is seen through a framework that does emphasize the professional growth and the adherence to Islamic principles. This involves seeking *halal* (permissible) employment while aligning one's career choices with Islamic values and continuously developing one's skills and knowledge but also making priority for ethical conduct and spiritual growth for one's self (Samsul et al., 2025)..

Career development can take different forms, but people generally take two paths: through an organization or independently (Abiwu & Martins, 2025). Professionals who develop their careers through an organization tend to have more resources available. Their company may offer development programs, as well as a support network of employees. Independent professionals often must look for career development opportunities on their own. They might use online resources like social media and online classes, attend conferences or networking events, meet with a career counsellor, or join professional organizations and read trade publications.

Types of career development

There are two types of career development:

- **Formal career development.** This includes short-term training programs, education, certifications, workshops, or seminars that can help build skill sets for a particular job or industry.

- Informal career development. This includes mentorship opportunities, networking events, online courses, internships, and volunteering experiences.

Explore both formal and informal methods to ensure you have updated information relevant to your career journey

How to develop your career

Following a series of steps, you can create a road map for professional growth and achieve your career goals. Steps in the career development process:

a) Self-assessment

A self-assessment evaluates your strengths, weaknesses, skills, personality type, interests, and values to help you understand your fit with various career paths. Self-assessment examples include:

- Skills assessment. This type of self-assessment helps identify your strengths and determine skills gaps where you need development. Consider taking a leadership self-assessment for a specific evaluation of your management skills.
- Interest inventory. This assessment helps you understand your passions to help you explore potential career paths.
- Values assessment. This identifies your values and priorities, which can affect your career satisfaction.

By completing a self-assessment, you can better understand your personal career needs and successfully guide your career development.

b) Goal setting

Using your self-assessment to set career goals is a critical step in career development. Explore these career goal examples based on a self-assessment:

- Skills development. If you find a gap in your skills, you might set a goal to get professional training or enrol in

college courses.

- Career advancement. You may set a goal to move up the career ladder based on your interests and values.
- Career change. If your current career doesn't align with your interests and values, you may set a goal to transition to a different field.

Setting achievable goals allows you to focus and progress toward your objectives.

c) Action planning

Action planning involves breaking down your career aspirations into manageable, achievable tasks and developing a timeline for completing them. Three examples of what your action plan can look like:

- Skills development. If you want to acquire a new skill, your action plan may include researching training programs over the next week, enrolling in courses by the end of the month, and implementing the new skill in your career within the next quarter.
- Career advancement. Your plan may include networking at the next business event, volunteering for a specific upcoming leadership opportunity, hiring a business coach next month, or seeking feedback from leadership once a week over the next quarter.
- Career change. Your plan could include taking a month to research careers that align with your values, enrolling in certification courses or classes to gain skills in the new field over the next several months, networking with businesses, applying for positions in the new field over the next six to nine months, and transitioning to the new career field by next year.

By breaking down your aspirations into small tasks, you can stay focused, track milestones, and increase your chances of success.

d) Implementation

Implementing your action plan is next. Discover three ways you can do this:

- Schedule time. Set aside time to focus on your goals. You might use this time to develop new skills, network, or research career paths.
- Track progress. Record your progress in a journal, spreadsheet, or to-do list. If you need to catch up on the timeline of your initial action plan, strategize ways to invest more time and effort into your development to get back on track.
- Celebrate wins. Celebrate your accomplishments, whether landing a new job, completing a certification, or making connections.

Taking action and regularly monitoring your progress can help you make meaningful strides toward your career goals.

e) Refinement

Refining the career development process to go more smoothly over time involves regularly reassessing your goals, plans, and progress. You can do this in a few ways:

- Regularly reflect. Set aside time each month, quarter, or year to reflect on your career development process. Review your career goals, assess your progress, and identify areas for improvement.
- Seek feedback. Seek feedback from others with experience in your desired career. This feedback can provide valuable insights and help you refine your action plan.
- Stay adaptable. Be open to changing your goals and strategies. This may involve changing your timeline, pivoting to a new career path, or acquiring new skills.

This approach is designed to help you continuously grow and reach your career aspirations.

Benefits of career development

Career development can bring you numerous benefits, including:

- Increased satisfaction. Career development can help you find fulfilment by allowing you to pursue your passions and strengths.
- Higher earning potential. Developing new skills and gaining new experiences can make you more valuable to employers.
- Improved performance. Career development can help you stay current in your field and make you more effective.
- Greater opportunities for advancement: Career development can help you move up the ladder or explore new career paths.
- Enhanced confidence. Pursuing career development can boost your self-esteem, making you feel more capable.
- Improved work-life balance. Career development can help you create a more fulfilling career.

By investing in yourself and your career, you can achieve greater success overall.

Challenges to career development

While career development can bring numerous benefits, it can also present challenges, including:

- Limited opportunities. Career development can be expensive and require resources that may not be immediately available.
- Lack of support. Employers may not provide support for career development, such as time off or compensation.
- Difficulty in pursuing goals. It can be challenging to identify career goals, determine how to reach them, or find the motivation to pursue them.
- Balancing career and personal life. Pursuing career development can be time-consuming and demanding.
- Staying current. Keeping up with the latest trends in your field can be challenging, requiring continuous education.
- Overcoming self-doubt. Pursuing career development can be

intimidating, and many people struggle with their own lack of confidence.

Potential challenges toward career development within the Islamic confines will arise from navigating traditional interpretations of gender roles while ensuring that work aligns with Islamic principles and the balancing of one's career aspirations with religious obligations, Samsul et al (2025). When you acknowledge these potential challenges, you can be better prepared to overcome them and reach your goals.

Ways to effective career development

For successful career development, you'll want to follow some best practices:

- Improve your communication skills. Communication is crucial in the workplace. Consider taking courses or workshops to enhance your skills.
- Invest in your education. Stay current by taking courses, attending conferences, or pursuing a degree or certification.
- Be intentional. Set specific, achievable career goals, and be intentional about pursuing them.
- Build a strong network. Building relationships with others in your field can provide opportunities for advancement.
- Take the initiative. Seek new opportunities and get involved in projects that interest you.
- Find the right mentor. Look for someone experienced in your field with the qualities you want to emulate.
- Explore what interests you. Experiment with different roles, industries, and projects to find what interests you.

These best practices can help set you up for success as you pursue career development. There are many things you can do to manage your career effectively. Here are some tips:

Tips for managing your career

1. Set goals.

The first step in career management is to set goals. Think about what you want to achieve in your career and what steps you need to take to get there. Write down your goals and refer to them often to keep yourself on track.

2. Research your options.

Once you have an idea of where you want to go, it's time to do some research. There are many different career paths you could take, and it's important to choose one that is right for you. Consider things like your skills and interests, the job market, and salary potential when making your decision.

3. Network.

Networking is a key part of career management. Building relationships with people in your field can help you to find job opportunities, learn about new trends, and get advice from more experienced professionals. Attend industry events, join professional organizations, and connect with people on social media.

4. Develop your skills.

Continuous learning and skill development are essential for career management. Keep up with the latest trends in your field and ensure your skills are up to date. Consider taking classes, attending workshops, or reading industry-related books and articles.

5. Take action.

Once you have a plan in place, it is time to take action! Implement the steps you have laid out for yourself and do not be afraid to make adjustments along the way. Career management is an ongoing process, so be prepared to adapt as your goals and circumstances change.

6. Get a mentor.

Finding a mentor is a great way to accelerate your career. A mentor can provide guidance, advice, and support as you navigate your way through the professional world. If you don't have a mentor, look for networking opportunities or try joining a mentorship program.

7. Be patient.

Managing your career takes time and effort, but it's important to be patient. Rome wasn't built in a day, and neither is a successful career. Stay focused on your goals and trust the process.

8. Put your trust in Allah.

Seek for his guidance and forgiveness in this matter. This will help you achieve what you want as a Muslim. A career is a lifelong journey, so it's never too early or too late to start managing your career. By following the tips above, you can set yourself up for success and enjoy a more fulfilling professional life. By following these tips, you can take charge of your career and set yourself up for success.

How organisations can development individual career.

Recognizing that each employee has unique aspirations, strengths, and areas for improvement, organizations must tailor their career development initiatives to individual needs Abiwu & Martins (2025). This could involve conducting regular performance evaluations, providing constructive feedback, and offering resources for skill enhancement. Employees can pursue career development within their organization through various avenues, including:

Job Rotation

Job rotation programs allow employees to gain exposure to different departments, roles, or projects within the organization. The timespan for these programs can last anywhere from six months to one year. This helps broaden their skill set, deepen their understanding of the business, and identify areas of interest for career advancement.

Career Planning

Organizations can facilitate career planning discussions between employees and their managers to set goals, identify development opportunities, and create action plans for achieving career objectives. These conversations may include performance evaluations, skill assessments, and discussions about future opportunities within the company.

Internal Promotions

Providing opportunities for internal promotions allows employees to advance within the organization based on their skills, performance, and potential. Clear pathways for advancement, transparent promotion criteria, and succession planning can motivate employees to strive for career progression.

Cross-Functional Projects

Participating in cross-functional teams or projects enables employees to collaborate with colleagues from different departments or disciplines. This not only facilitates knowledge sharing and skill development, but also cultivates a broader understanding of the organization's operations and goals.

Continuing Education Support

Organizations can support employees' pursuit of further education or professional development by offering tuition reimbursement, educational leave, or access to educational resources such as workshops, conferences, or online courses.

Networking Opportunities

Encouraging employees to participate in professional networking events, industry conferences, or internal networking sessions fosters connections with peers, mentors, and potential collaborators. Building a strong professional network can open doors for these employees to new opportunities and career growth.

Stretch Assignments

Assigning employees challenging projects or tasks that are slightly beyond their current skill level provides opportunities for learning and growth. These stretch assignments allow employees to develop new skills, build confidence, and demonstrate their potential for future roles.

Career Coaching

Career coaching involves one-on-one sessions between an employee and a professional coach, often provided by the organization or hired externally. These sessions focus on helping the employee clarify their career goals, identify strengths and areas for improvement, overcome obstacles, and create actionable plans for career advancement.

While various factors contribute to effective career development, perhaps the most important element is personalized support. Recognizing that each employee has unique aspirations, strengths, and areas for improvement, organizations must tailor their career development initiatives to individual needs. This could involve conducting regular performance evaluations, providing constructive feedback, and offering resources for skill enhancement.

How to improve career development in your organization

In Islam, enduring career success is deeply rooted in *tawakkul* – complete reliance on Allah – who is the ultimate Provider. As Zohriah et al. (2023) affirm, placing one’s trust in Allah is among the most essential foundations for attaining sustenance and stability in this life. This principle is powerfully echoed in the Qur’an (65:2–3):

“And whoever fears Allah – He will make for him a way out, and provide for him from sources he could never imagine. And whoever relies upon Allah – then He is sufficient for him.”

Thus, for Muslims, true career success transcends promotions or financial gain; it is measured by one’s level of spirituality, sincerity of intention,

and commitment to serving humanity. As Samsul et al. (2025) emphasize, lasting professional fulfillment emerges when work becomes an act of worship — aligned with divine purpose and dedicated to the betterment of others.

While ultimate success rests with Allah, organizations also bear a moral responsibility to support the career development of their employees. To foster meaningful growth within an Islamic ethical framework, they may consider the following strategies:

1. Assess employee and organizational needs

The first step is to evaluate current skillset(s), aspirations, and potential career paths and identify the gaps so you can chalk out a training plan. You can evaluate training needs using the Training Needs Assessment (TNA) approach. This assessment process helps uncover knowledge and skills gaps, allocate resources effectively, and empower leaders to make strategic business decisions.

2. Set development goals that align with organizational objectives

Career progression requires some serious goal-setting. Do 360 reviews, and peer feedback to understand employee potential. Then, align those aspirations with organizational goals. Let's say you have an employee who wants to transition into a different role. Does the business benefit from hiring internally? Considering that employees who make an internal move are more likely to stay with the company, it's an easy yes.

3. Enable cross-functional experiences

Encourage employees to experience different roles and teams within the company through job rotations, shadowing, or cross-functional projects. These experiences help them gain exposure and inspire lateral thinking. Plus, employees considering leadership positions in the future benefit immensely by having their boots on the ground.

4. Make social learning routine

The top-down approach to learning can't keep up with the pace at which

employees need to evolve to keep doing their job. So instead of taking a top-down route, encourage learning through collaboration.

5. Offer mentorship and coaching opportunities

Coaches and mentors can help employees learn new skills and absorb real-life experiences in a way that online courses and workshops cannot. Mentor pairings are generated based on ambitions and capabilities. Conversely, coaching involves hiring external consultants to teach specific skills and offer professional guidance. For example, coaches can teach employees proven problem-solving techniques like mind mapping or productivity skills like time management.

6. Motivate employees with recognition and rewards

Recognition and rewards as an incentive to learn make perfect sense. As it is, a big number of employees want more recognition. And rewards - financial or other perks - are a great motivator too. The number of L&D pros that work with executive leadership to get career development programs off the ground.

7. Encourage upskilling with gamification

Imagine if you could earn a badge for every skill you learned, like in your favourite video game. And then trade in those badges for actual money. Instead of job titles, employees collect skill badges. When you collect enough badges, you level up, i.e., get a bigger pay check.

8. Create a career progression framework

The primary purpose of a career progression framework is to give employees clarity on where they stand and the shortcomings that might prevent them from achieving their career goals.

Career strategy

In Islam, a career strategy is more than a roadmap for professional advancement — it is a conscious effort to align one's vocational goals with Islamic values, seeking not only worldly success but, more importantly, the pleasure of Allah. This requires prioritizing

halal (lawful) sources of income, fulfilling religious obligations such as prayer and honesty, and upholding ethical conduct in every workplace interaction. True success, from an Islamic perspective, lies in balancing material achievement with spiritual growth – and in using one’s career as a means to serve and uplift the community (Samsul et al., 2025).

Beyond spiritual alignment, a well-crafted career strategy also serves as a practical tool for continuous professional development. It enables individuals to identify the skills, knowledge, and experiences necessary to thrive in their chosen field – ensuring growth is intentional, structured, and sustainable.

Steps to Develop an Effective Islamic Career Strategy:

Review Your Strengths, Weaknesses, Motivators, and Values

Developing a career strategy is like constructing a building. You have to start with a solid foundation and, bit by bit, work your way towards the top. Before you do anything else, you need to analyse your strengths and weaknesses, as well as understanding your values and what motivates you (Abiwu, & Martins, 2025). So, start by looking at your strengths and weaknesses. What do you excel at in the role you’re in now? And, what skills have allowed you to shine in previous roles? Conversely, what are your weakest skills, or the tasks you find most difficult? Remember, strengths and weaknesses aren’t always obvious. For instance, you might be great at creating harmony in a group; you might be very good at winning others over to your side; or, you might have a talent for inspiring people to go along with a new initiative. These are all strengths! It can be helpful to do a Personal SWOT Analysis during this first step. Next, analyze what motivates you in your career:

- What tasks, projects, or roles get you excited, right now?
- What type of role would you be motivated to work towards in the future?

- What interests you about your current position, your colleagues, and your organization?
- Which responsibilities would you enjoy that you don't already have?

Know Your Comparative Advantage

Once you have a good idea of your strengths and motivators, you need to identify your comparative advantage. This is something that you can do uniquely well, compared with the people around you; a strength, skill set, or quality unique to you that will add value to your organization. It's important to know your comparative advantage because using this trait or skill will help you succeed in your career (Abiwu & Martins (2025)). Remember, your comparative advantage is not always what you do best; it's something you are better at than anyone else, and that fills a niche in your company. If you're struggling to discover your own comparative advantage, think back to the last few performance reviews you have had. Has your boss praised or commended you for particular skills, traits, or successes on a consistent basis? If so, this might offer some clues as to your comparative advantage.

Research Possibilities and Make the Most of Opportunities

Whether you can see them right away or not, there may be many opportunities for growth and advancement in your organization, and in your current industry. But it is up to you to identify and make the most of these opportunities. Start with a Personal PEST Analysis. This helps you analyze the political, economic, socio-cultural, and technological trends that might affect your career as you move forward. Using this, you can identify likely areas of growth and opportunity, as well as areas to avoid. You can also revisit the Personal SWOT Analysis that you did in step 1 – what opportunities might be available to you that come from your strengths? Make sure that you stay up-to-date with what your organization can offer you, and be certain to take advantage of any training or development courses. Do the following;

Develop Expertise

By now, you should be starting to create an image in your mind that revolves around what you're good at, what you're interested in, what motivates you, and the opportunities you have available. Now you need to develop the expertise needed for the next step forward. To build expertise, identify the knowledge, skills, certifications, or degrees you will need to reach the role you'd most like to have. (This is closely tied in with the previous step, since there may be plenty of opportunities to develop expertise within your own organization or industry.)

Network

Professional networking is an important aspect of creating a career strategy. After all, people can only help you if they know about you, which is why you need to get to know the people who can help you achieve your goals. Remember, you can network with colleagues in different departments, as well as suppliers and professionals in other organizations or industries. You can also network using tools such as Twitter and LinkedIn. So, plan the networking needed to do to take advantage of your opportunities, and keep in mind that networking works both ways: you'll get the biggest benefit if you try to help others too.

Analyse current options

Once you have thought about the "big picture," have started building expertise and have planned your networking, it's time to look at the short-term, tactical options available to you right now:

- Is there an upcoming project that would allow you to showcase your comparative advantage, so that you can shine in front of people who matter?
- Is someone in your department vacating their position, or taking a leave of absence? If so, could you volunteer to take his or her place?
- Is there a challenging task that you could do to use your skills in a new way?

- Is there any way that you could craft your job to get the experience you want?

See if you can come up with a list of options that will start you moving in the right direction.

Pull it all together

By this stage, you should be able to answer the following questions:

- What are my biggest strengths?
- What are my biggest weaknesses?
- What really motivates me at work? What do I do that makes me truly happy?
- What are my top five values?
- What's my comparative advantage? What makes me unique in my organization?
- What knowledge, skills or qualifications do I need to acquire in order to move forward and excel?
- Which of my colleagues/bosses/suppliers is in a position to help me advance?
- What options are available to me right now that could allow me either to use my skills in a new way, or to really stand out from the crowd?

Take some time to analyze what this information says about you, and what you want from your career. Then use this information to take the next step, and move forward.

Move Forward

Now that you've identified what you want out of your career, and have answered some key questions about what's important to you, it's time to start setting the personal career goals that will help you move forward. It's important to set both short-term and long-term goals. Short-term goals are goals you can accomplish within the next few weeks or months. Long-term goals should be achievable in the next few years.

Career progression in organization

Career progression in organisations is both the feeling and reality of an employee progressing in their career. This is often felt through the development of new skills, promotions, title changes pay raises and other forms of “moving up” in any single organisation (Rachmad, 2025). Fitting into the wider narrative of career progress, it is important for organisations to think about how employees make their way through an organisation. And, most importantly, how they learn, develop and harness new skills to help the business.

Is career progression important to employees?

Some workers know the exact job titles they want to appear on their LinkedIn profile over the next decade. But for most, the future isn't so clear. In fact, for 60% of UK professionals, career development is an important part of a job offer, and that includes more than just promotions and pay raises.

Your average UK employees wants to:

- Gain more industry knowledge
- Expand their skills
- Feel fulfilled in their work

But, even those with high career aspirations may not know which steps they need to take to achieve their goals but they want to find out.

What is the most common form of career progression?

Some, but not all, workers advance their careers by ‘job-hopping.’ This entails working at a company for a short period of time, say six months to a year, then moving on to another company at a higher level.

While that might work out well for the individual, that kind of turnover isn't ideal for the companies they're hopping to and from.

How does career progression relate to career structure?

Career structure is, essentially, how a job is ‘designed’ to progress in

the future. When you’re building a career progression framework, you really need to ask yourself: How is our organisation currently handling career structure? After all, the way you structure roles (and even how you structure a department) will have a determining factor on how they progress within your organisation (Rachmad (2025)). Career structure also matters because it injects purpose into a role from day one.

Career progression plan vs career development plan

A career progression plan outlines the steps an individual can take to advance their career within a specific organisation, while a career development plan is a broader strategy that encompasses the individual’s overall professional growth and development. This relationship is well shown in table 8.1 that shows the relationship between career progression plan and career development plan below:

Table 8.1 Showing the relationship between Career progression plan and career development plan

Career progression plan	Career development plan
Outline steps for advancement within a specific organisation	Encompass overall professional growth and development
Vertical movement and promotions including internal transfers	Acquiring new skills and knowledge
Developed by organisations	Developed by individuals
Helps outline the steps needed to move into higher levels	Helps individuals to identify their strength and areas of improvement

As shown in Table 8.1 above career progression is within a specific organisation while career development plan will encompass the overall professional growth of the individual. While the progression is organisational based, the development is individual based and it helps individuals to identify their strength and areas of improvement.

What is a career progression framework?

To provide your employees with thoughtful and strategic career and professional development, you first need to build a great career progression framework. Simply put, a career progression framework supports their

long-term development in a structured way. It acts as an occupational roadmap for the employee, with each new title bringing them a step closer to their ideal position.

Benefits of a career progression framework

By creating a career progression framework, you are creating a better workplace. More importantly, you're synchronising your company's goals with your employee's goals, improving alignment, communication and long-term success rates. Here are seven more reasons why you should create a career progression framework:

1. Employees will feel valued

How do you make your employees feel valued and supported? While providing flexible working, amongst other fringe benefits, and even free meals is advantageous, investing in your employees' future can't be beat. A career progression framework shows employees you're invested in their happiness, growth and success for years to come.

Motivating employees is a key people management skill. Here are the other nine.

2. Employees can gain 'career clarity'

Few employees start a new role or join a new company knowing exactly where it will take them. With a career progression framework, employees can uncover what they truly want in a job, establish their goals and create a viable long-term career plan without having to leave your company.

3. It will boost employee motivation

When employees can't progress in their careers, they aren't motivated. When you help employees establish clear, realistic, time-appropriate goals in the form of a career progression framework, they know what they are working towards and become more motivated to achieve it.

4. It will help build trust

When you pull back the curtain on how your company is structured, through an org chart or similar, and how an employee can move up

within it, you show the employee that there are no hidden secrets to succeeding. This level of transparency can help you build greater trust with employees.

5. It improves employee-manager relationships

A lot of open, honest discussions are required to build a career progression framework; you will discuss the employee's work performance, goals, struggles, and strengths. By maintaining excellent communication, you can build better ongoing employee relations and stronger workplace culture.

6. Employee retention will go up

The goal of a career progression framework is to help employees advance, offering a progression plan and development opportunities can help them stay within the company, too.

7. Productivity will reign

Eighty-one per cent of UK employers agree that their workers perform better when they receive development and training opportunities. By building out a framework and investing in your employees' growth, you're also investing in your company's growth (Nor et al., 2024). This can be done through a professional development plan, too. How can HR support career progression? As an HR professional, you play a key role in each employee's career progression. Here is how you can support your employees and management team while helping them achieve their goals:

1. Schedule check-ins. At least quarterly, to identify any hurdles, improvements and successes.
2. Get inspired Try and find new ways to help employees progress (freeing up development budget, etc.)
3. Schedule check-ins. At least quarterly, to identify any hurdles, improvements and successes.
4. Develop training programmes. May include the need to conduct training needs analysis, setting deadlines for courses, finding workshops to attend or opening up time for mentorship meetings.
5. Onboarding and progressing. Include frameworks in onboarding

sessions, so new employees have visibility and transparency.

6. Keep frameworks fluid. Be open to change and iterate as you go. There's no perfect way to do progression, you need to learn it along the way!

Conclusion

From an Islamic perspective, career management and development are not merely professional pursuits — they are deeply ethical and spiritual endeavors rooted in the teachings of the Qur'an and Sunnah. Central to this approach are the principles of justice (*'adl*), fairness, accountability, and sincerity — values that must govern all professional conduct.

Islamic career philosophy encourages individuals to choose vocations that align with their moral compass and contribute positively to society. This includes consciously avoiding *haram* (forbidden) occupations and actively seeking work that upholds integrity, transparency, and the public good. In this framework, a career is not just a source of income, but a means of worship (*'ibadah*) and service (*khidmah*) — a vehicle through which one fulfills their role as a steward (*khalifah*) on earth.

Lifelong learning and self-improvement are highly esteemed in Islam. The Prophet Muhammad ﷺ said: *"Seeking knowledge is an obligation upon every Muslim."* (Ibn Majah) This enduring pursuit of knowledge enhances professional competence, fosters innovation, and ultimately benefits the broader community by cultivating a skilled, ethical, and socially conscious workforce.

Above all, Islam teaches that work is a sacred trust — a means to serve others, uplift society, and draw closer to Allah. Career choices, therefore, should reflect a deep commitment to social responsibility, where personal success is measured not by wealth or status alone, but by the positive impact one leaves on the world. In this light, Islamic career development nurtures not only professional excellence but also purpose, humility, and enduring legacy.

Review questions

1. What are the key principles of career management from an Islamic perspective?
2. How does Islamic teachings influence decision-making in career choices?
3. What role does continuous learning play in career development according to Islamic teachings?
4. How can Muslims balance their religious obligations with career demands?
5. What strategies can be employed for effective networking within an Islamic framework?
6. In what ways can Islamic principles guide performance management in organizations?
7. How do cultural factors influence career development among Muslim professionals?
8. What challenges do Muslim professionals face in non-Muslim majority countries regarding career advancement?
9. How can mentorship be effectively utilized within the context of Islamic career development?
10. What is the significance of entrepreneurship in the context of career development for Muslims?

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ORGANISATIONAL DEVELOPMENT

Meaning of organisational development in the Islamic perspective (OD)

Organization Development (OD) refers to a systematic effort aimed at enhancing an organization's overall capability by aligning its strategy, structure, people, reward systems, performance metrics, and management processes (Robb, 2025). In the Islamic paradigm, however, OD transcends technical or structural alignment – it is grounded in divine consciousness and moral purpose.

Islamic organizational development is anchored in core spiritual and ethical principles: *taqwa* (God-consciousness), seeking the pleasure of Allah, ultimate accountability on the Day of Judgment, justice (*'adl*), consultation (*shura*), and unwavering morality (Koleva et al., 2023). These values serve as the moral compass guiding every decision, policy, and reform initiative within the organization.

In this framework, developing an organization is not merely a managerial or economic endeavor – it is an act of *'ibadah* (worship), provided it is pursued with sincere intention, ethical integrity, and benefit to society. Far from opposing progress, Islam actively encourages development – so long as it serves humanity, upholds justice, and remains aligned with divine guidance. As such, Islamic OD harmonizes worldly effectiveness with spiritual accountability, transforming organizational growth into a sacred trust.

Learning out come

By the end of this chapter :

1. The learners should be able to indicate how organisational development can be done while focusing on the Islamic perspective.

2. The learners should be able to clarify how organisational change can be managed while focusing on the islamic perspective.
3. The learners should be able to demonstrate how organisational revitalisation can be done while focusing on the islamic perspective.

Functions of an organization:

To fully grasp the basis of organizational development, it is essential to first understand the core functions and ethical responsibilities of an organization (Johnson et al., 2024). In Islam, these functions are not defined merely by efficiency or profit, but by divine principles of justice, accountability, and moral stewardship.

The Qur'an provides clear guidance on responsible organizational conduct. In Surah Al-An'am (6:152), believers are commanded to uphold justice in all dealings and to practice moderation – particularly in financial matters. This principle extends to how organizations treat their employees, customers, and stakeholders, reinforcing the idea that ethical responsibility is inseparable from operational success.

Leadership accountability is further emphasized in Surah Al-Furqan (25:67), where those who manage resources are praised for neither being wasteful nor stingy – striking a balance rooted in wisdom and integrity. This verse serves as a timeless benchmark for organizational governance: leaders must be answerable not only to shareholders or boards, but ultimately to Allah for how they wield authority and allocate resources. Moreover, Islam celebrates diversity as a divine design and a source of enrichment. Surah Al-Hujurat (49:13) declares:

“O mankind, indeed We have created you from male and female and made you peoples and tribes that you may know one another. Indeed, the most noble of you in the sight of Allah is the most righteous of you.”

This verse not only affirms human diversity but calls for mutual understanding, respect, and unity – values that should shape inclusive,

equitable, and harmonious workplaces.

In the Islamic worldview, the organization plays a vital role in unifying people around shared goals while actively promoting moral and spiritual values. To fulfill this sacred function, Islamic organizations must intentionally focus on the following:

1. **Get resources.** The survival of an organization depends on the resources it has. Without resources, no activity can be done and no goal can be accomplished. It is important to manage the resources for survival in the first place and then to innovate. Through innovation, new accomplishments can be achieved. Thus, the activities of the organization become more diverse and strengthen the status.
2. **Obtain profit.** Non-profit organizations want to perform their work while supporting their members and helping society in general. Companies look for financial profit and investment opportunities in the first place. Attack is the best defence and that is why companies need to make a profit to remain relevant.
3. **Inclusion.** Organizations are the intriguing combination between diverse people and technologies that interact in a specific context shaped by complex factors. Fitting in with the rest of society is essential for humans. The human personnel want to belong to a business community and to follow the main conventions of that society. At the same time, workers also want to make a difference in the world.
4. **Manage the environment.** Organizations are influenced by a lot of factors that affect the environment in which they operate as independent bodies. Managing the world around them, being proactive, and predicting future trends are what the best companies do.
5. **Do practical tasks for accomplishing the goals.** All the goals of the organization are achieved by following certain tasks and workflows that fit its mission. For each activity, there are rules, processes and resources. Each department has to apply those rules and frames. Each type of resource has to be used properly for avoiding high costs and losses.

6. **Keep people motivated to work together and to develop along the way.** Technologies don't need motivation. Technologies need maintenance and inputs. People do need motivation. People are encouraged to develop themselves so that they can perform better for current and future assignments. In Islam the organisation serves as the platform for collective action that allows members within the organisation work together with a shared objective that is well aligned with the Islamic values.

What is organizational development?

In Islam, organizational development is understood as the conscious cultivation of collective effort — where individuals unite with shared purpose and moral responsibility, whether in a business, charity, union, or community association (Koleva et al., 2023). The Qur'an consistently emphasizes that any form of organized endeavor — particularly in commerce — must be grounded in honesty, integrity, and justice.

This ethical imperative is powerfully articulated in Surah Al-Mutaffifin (83:1–3), where Allah condemns those who give less than due in measure or weight, declaring:

“Woe to those who give less [than due], who, when they take a measure from people, take in full. But if they give by measure or weight to them, they cause loss.”

This prohibition against deceit and exploitation applies universally — including in modern business contexts. CEOs and organizational leaders are thus called to embody these teachings by fostering cultures of transparency, fairness, and accountability. This includes:

- Ensuring truthful and accurate financial reporting
- Practicing transparency in operations and decision-making
- Treating employees, customers, suppliers, and all stakeholders with dignity, honesty, and respect

In the Islamic framework, such ethical conduct is not ancillary to success – it is the foundation of true organizational development. When integrity becomes institutionalized, trust flourishes, relationships deepen, and sustainable growth follows – not merely as a business outcome, but as a divine blessing.

Organizational development in Islam, therefore, involves:

- **Critical and science-based process.** OD is an evidence-based and structured process. It is not about trying something out and seeing what happens. It is about using scientific findings as input and creating a structured and controlled process in which assumptions are tested. Lastly, it is about testing if the outcomes reflect the intention of the intervention.
- **Build capacity to change and achieve greater effectiveness.** Organizational development is aimed at organizational effectiveness. It, therefore, has a number of (business) outcomes. These can differ between organizations, but usually, they do include financial performance, customer satisfaction, organizational member engagement, and an increased capacity to adapt and renew the organization. These are not always clear-cut. Sometimes it is about building a competitive advantage, in whichever way we define that. We will explore these outcomes later in this article
- **Developing, improving, and reinforcing strategies, structures, and processes.** The last part of our definition states that organizational development applies to changes in strategy, structure, and/or processes. This implies a system-approach, where we focus on an entire organizational system. This can include the full organization, one or more locations, or a single department.

Features of Organization Development

Organization development (OD) within the Islamic context is characterized by several key features that align with Islamic principles and values (Koleva et al., 2023). The features include the belief in the oneness of God (Allah) which is known as (*Tawhid*), accountability, respect for every one and with a strong moral foundation. These features not only guide the

management practices but also ensure that the organizational goals are met in a manner consistent with ethical and moral standards as prescribed by Islamic teachings. Organizational Development (OD) is a management practice that helps organizations improve their performance and adapt to changes in their environment. Some of the key features of OD include:

- **Collaborative approach:** It involves working together with employees, managers, and other stakeholders to identify problems, develop solutions, and implement changes. This ensures that everyone has a voice in the change process and is committed to making it a success.
- **Focus on people and processes:** OD recognizes that organizations are made up of people and that processes and systems should support and empower them. This means that management practices should be designed to support employees, rather than the other way around.
- **Systemic perspective:** It takes a systemic perspective that views organizations as complex systems. Changes in one area can have far-reaching effects throughout the organization. So, it is essential to consider the broader impacts of changes before implementing them.
- **Continuous improvement:** OD emphasizes that change is an ongoing process, rather than a one-time event. Organizations should continually assess and improve their processes, systems, and practices to stay ahead of the curve.
- **Data-driven:** Its interventions are based on objective data and analysis, rather than assumptions or personal biases. This ensures that changes are evidence-based and have a higher likelihood of success.
- **Participatory:** OD encourages everyone in the organization to take an active role in the change process. By involving all stakeholders, there is greater ownership and commitment to making change happen.
- **Empowering:** It empowers employees and builds their capacity to take on new challenges and opportunities. This means that management practices should enable employees to take more responsibility and make decisions that benefit the organization.

Objectives of Organization Development

In Islam, an organization is envisioned as a morally grounded entity where leadership is exercised through consultation (*shura*), justice, and collective wisdom. Managerial leaders are not only encouraged but ethically obligated to consult with their teams before making decisions – a principle deeply rooted in the Qur’anic command to the Prophet Muhammad ﷺ:

“And consult them in the matter...” (Qur’an 3:159)

This practice fosters inclusivity, shared responsibility, and stronger decision-making – values that remain profoundly relevant in modern organizational contexts (Gano et al., 2024).

Beyond consultation, Islamic teachings mandate that honesty and integrity form the bedrock of all business conduct. CEOs and organizational leaders are called to embed these values into corporate culture – ensuring transparency in operations, fairness in dealings, and sincerity in all stakeholder interactions. Such ethical foundations are not merely idealistic; they are essential for building trust, sustainability, and long-term success.

Islam also celebrates human diversity as a divine blessing. The Qur’an (49:13) affirms:

“O mankind, indeed We have created you from male and female and made you peoples and tribes that you may know one another...”

This verse calls for mutual respect and appreciation across differences – whether in ethnicity, race, gender, or background – and serves as a guiding principle for fostering inclusive, equitable, and harmonious workplaces.

Ultimately, the objectives of Organizational Development (OD) in Islam are centered on enhancing the holistic effectiveness of the organization – not only in terms of performance and efficiency, but also in moral

alignment, social responsibility, and spiritual purpose (Gano et al., 2024). Key objectives of Islamic Organizational Development include:

- **Enhancing organizational performance:** Its interventions aim to improve the performance of an organization by enhancing productivity, quality, and efficiency. This can help organizations achieve their goals more effectively and efficiently.
- **Encouraging collaboration:** OD interventions encourage teamwork and collaboration among employees, managers, and stakeholders. This can lead to better communication, problem-solving, and decision-making, which can improve the organization's overall effectiveness.
- **Developing leadership capabilities:** Its interventions can help develop the leadership capabilities of managers and leaders within the organization. By improving their leadership skills, managers and leaders can better motivate, engage, and lead their teams to achieve organizational goals.
- **Improving organizational culture:** OD interventions aim to improve the organizational culture by creating a more positive work environment that fosters innovation, creativity, and continuous learning. This can enhance employee engagement, job satisfaction, and retention.
- **Building change management capabilities:** OD interventions can help organizations build their change management capabilities so that they can adapt quickly to changing circumstances. This can help organizations stay ahead of the curve and respond effectively to market trends and customer needs.
- **Enhancing employee development and growth:** OD interventions can help employees develop new skills, knowledge, and abilities that enhance their performance and career growth within the organization. This can lead to greater employee satisfaction, engagement, and retention.

Organization development interventions

In Islam, Organizational Development (OD) interventions are deeply

rooted in the ethical and spiritual principles derived from the Qur'an and Sunnah (Koleva et al., 2023). These interventions aim not only to enhance organizational effectiveness but also to ensure that all practices align with Islamic moral imperatives — justice (*'adl*), trustworthiness (*amanah*), consultation (*shura*), and human welfare (*maslahah*). The ultimate goal is to cultivate a harmonious, equitable, and spiritually conscious workplace where mutual respect, dignity, and collective well-being are prioritized. Key Islamic OD interventions include:

1. Ethical Leadership

Leadership in Islam is viewed as a sacred trust (*amanah*) from Allah. Leaders are morally obligated to govern with justice, transparency, humility, and accountability. Ethical leadership fosters psychological safety, employee commitment, and organizational integrity — all essential for sustainable development.

2. Collective Decision-Making through Shura

The Islamic principle of *shura* (consultation) mandates participatory governance. Employees at all levels should be meaningfully engaged in decisions that affect their work. This inclusive approach enhances ownership, morale, and innovation — transforming top-down directives into shared missions.

3. Employee Welfare (Maslahah)

Caring for the holistic well-being of employees — physical, emotional, and spiritual — is a core Islamic responsibility. Organizations are encouraged to provide fair wages, safe environments, work-life balance, and opportunities for growth. As the Prophet Muhammad ﷺ said: *"Give the worker his wages before his sweat dries."* (Ibn Majah) — affirming the urgency and dignity of fulfilling employee rights.

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Understanding the Broader Landscape of OD Interventions

Organizational development is a complex, multidisciplinary field requiring both technical expertise and contextual sensitivity. Drawing on the framework proposed by Waddell et al. (2019), as cited in Al Masaeid &

Anagreh (2020), OD interventions are typically classified into four broad categories:

1. Human Process Interventions – Enhancing interpersonal dynamics, team effectiveness, and communication
2. Technostructural Interventions – Redesigning workflows, structures, and technologies to improve efficiency
3. Human Resource Management (HRM) Interventions – Aligning HR systems (recruitment, training, rewards) with strategic goals
4. Strategic Change Interventions – Transforming organizational culture, vision, and direction in response to internal or external shifts

While this classification provides a useful analytical lens, it is not exhaustive – particularly when viewed through an Islamic ethical framework. Integrating faith-based values into each category ensures that organizational change is not only effective but also morally grounded and socially responsible.

This overview aims to help you better navigate the vast landscape of OD and understand its critical intersections with core HR functions – all while remaining anchored in the timeless principles of Islamic ethics.

Human Process Interventions

Human process interventions are change programs that relate to interpersonal relations, group, and organizational dynamics. These are some of the earliest and best-known OD interventions.

1. Individual interventions. These interventions are targeted to the individual, often aimed at improving communication with others. An employee is coached on interpersonal behaviors that are counterproductive.

2. Group interventions. These interventions are aimed at the content, structure, or process of the group. The content is what the group is focused on. The structure is how a group is designed to act on the content. The process is the way in which the group carries out its core tasks. For example, a contact centre focuses on taking complaints from customers.

The contact centre has a hierarchical structure with a director, managers, and customer service staff.

3. Third-party interventions. Third-party interventions are often used when there are conflicts. Not all conflicts are bad, but bad conflicts should be resolved quickly. The third-party intervention helps to control and resolve the conflict. Often, the third party is the OD consultant.

4. Team building. Team building is the best-known OD intervention. It refers to activities that help groups improve the way they accomplish tasks. Examples of team-building activities are volunteering, team sports, and Pictionary.

5. Organizational confrontation meeting. A confrontation meeting aims to identify problems and improvement targets, and set priorities. It is a starting point for addressing identified problems, across your organization.

6. Intergroup relations interventions. Intergroup interventions are aimed at diagnosing and understanding in-group relations. Similarly, problems are identified and priorities and improvement targets are set, before working on the identified issues.

7. Large-group interventions. These interventions are somewhat in the middle, of confrontation and intergroup interventions. The aim is to bring a large number of organization members and other stakeholders together. Internal and external stakeholders work together collaboratively. Large-group interventions may address organization-wide problems, or implement changes of structure or direction. For example, if you run a care home, you would seek feedback from service users, relatives, and staff on ways to improve the quality of life for residents. This could be starting new activities or changing the menu options.

Technostructural Interventions

Technostructural interventions refer to change programs aimed at

the technology and structure of the organization. These are becoming increasingly relevant to today's technological landscape, with rapidly changing markets.

1. Organizational (structural) design. The functional structure of the organization is key to how it will operate. You are likely familiar with the classical hierarchical organizational chart. This is referred to as the functional structure. Other structures are divisional, matrix, process, customer-centric, and network. Key activities in organizational design are reengineering and downsizing. This involves rethinking the way work is done, preparing the organization, and restructuring it around the new business processes.

2. Total quality management. Total quality management is also known as continuous process improvement, lean, and six-sigma. It grew out of a manufacturing emphasis on quality control. It places customer satisfaction as central to the long-term success of an organization. To achieve this there is a strong focus on total employee involvement in the continuous improvement of products, processes, and workplace culture. Companies such as car manufacturer Toyota and phone manufacturer Motorola, use this intervention.

3. Work design. All work should be done in order to achieve outcomes. These outcomes vary across organizations. Work can be designed to achieve an outcome as quickly as possible. Or, emphasis may be placed on employee satisfaction (which can lead to a higher quality of outcome, but often this is more costly). Depending on which approach your organization chooses, the skills needed will differ. Designing work in a way that leads to optimum productivity is called work design.

4. Job enrichment. Job enrichment is part of work design. The goal here is to create a job that is interesting and challenging for the person doing it. Examples of factors to be taken into account are skill variety, task identity, autonomy, and feedback.

Human Resource Management Interventions

These are organizational development techniques that focus on the way the individual is managed. Many of these are part of HRM functions.

- 1. Performance management.** Good performance management includes techniques such as goal setting, performance appraisal, and reward systems.
- 2. Developing talent.** This includes talent management practices like coaching & mentoring, career planning, development interventions, and management and leadership development.
- 3. Diversity interventions.** Diversity is a source of innovation. This includes age, gender, race, sexual orientation, disabilities, and culture, and value orientation. These OD intervention techniques are aimed at increasing diversity.
- 4. Wellness interventions.** Employee wellness interventions include stress management programs, and employee assistance programs. They address social factors and aim for a healthy work-life balance.

Strategic Change Interventions

These organizational development techniques focus on the change processes that shake the organization to its core, Singh & Ramdeo (2020). The OD department plays a crucial part in executing on this change.

- 1. Transformational change.** This is a process that involves changing the basic character of the organization, including how it is structured and the way it operates. For example, Nintendo is famous for video games. However, the company was founded in 1889 to create card games. Due to changes in consumer interests, Nintendo shifted to electronic toys, and later video games, from the 1970s.
- 2. Continuous change.** Continuous change is an intervention that enables organizations to improve gradually, by making small incremental changes. A popular example is the learning organization. This approach places more importance on learning from mistakes and failures, than punishing them.

3. Trans organizational change. Trans organizational change involves change interventions that move beyond a single organization. This includes mergers, allying, acquisitions, and strategic networking. A common type of trans organizational change is when a company buys, or merges with, a competitor. As we mentioned, this is not an exhaustive list. Techniques like financial planning, long-range forecasting, integrating technology, workforce planning, and designing appraisal systems can be added, as well as many, many more.

How Human Resources and Organisational Development relate

In the Islamic context, human resources are viewed as the essential capabilities and expertise of individuals, which are fundamental to organisational development (Mukhsinuddin & Efendi, 2025). The Quran emphasizes that humans are entrusted with the responsibility of being vicegerents on Earth, indicating a divine mandate for individuals to contribute positively to society. This perspective aligns with the notion that human beings must be developed holistically physically, mentally, psychologically, and spiritually to fulfil their roles effectively. In Islam, OD is closely tied to ethical principles derived from Islamic teachings.

It emphasizes values such as honesty, integrity, teamwork, and social responsibility (Azkar, 2025). These values guide organizations in fostering environments where employees can thrive and contribute meaningfully. You can see that there are many OD interventions, relating to Human Resource Management functions. Policies such as performance management, goal setting, appraisal, and talent management practices are all important in achieving effective organizational development (Irfan et al., 2023). However, whereas HRM focuses specifically on people practices, OD takes a more holistic approach. Using tools like organizational design, individual and group interventions, work design, and more traditional people interventions, OD can operate at all levels of the organization. These levels are organizational, group, and individual. However, the focus is always on strategic themes, whereas HR is often a lot more operational. Sometimes, OD functions are located in the HR

function, but not always. Sometimes it's part of a services department, corporate strategy, or internal consulting. External strategy consultants also frequently utilize OD techniques in change management projects. Both HRM and OD have their roots in the business strategy – the mission, values, and vision of the organization. Both outline the actions needed to implement that strategy in their respective fields. In addition, many early people analytics initiatives originate from the OD department.

The organizational development processes

There's a lot involved in organizational development processes. We will break the core aspects of OD processes down into seven steps. These steps outline how OD relates to human resource management functions. This might seem quite familiar to you this process is not unlike the people analytics cycle. That cycle involves a problem being detected, data gathered, analyzed, presented and new policies being implemented (Irfan et al., 2023). For example, to follow throughout these seven stages. The x-ray department in health services spans three hospitals in a city, all run by the same organization. For decades, the organization has recruited administration staff to work at each specific hospital. However, when there are sickness absences, often no staff are available to cover. This means that the organization spends a lot of money on agency staff.

1. Entering and contracting

The first step starts when a manager or administrator spots an opportunity for improvement. There are different events that can trigger this, including external changes, internal conflicts, complaining customers, loss of profit, a lack of innovation, or high sickness absence or employee turnover. These events are usually symptoms of a deeper problem. The first stage is about scoping out the problem. This usually happens in a meeting between the manager and the OD members. In the case of external OD consultants, this stage is more formal.

2. Diagnostics

Diagnostics is the second phase of the process. The OD practitioner tries to understand a system's current functioning. They collect information

needed to accurately interpret the problem, through surveys, interviews, or by looking at currently available data. All of this is aimed at trying to find the root cause of the issues. There are different organizational development models used to run these diagnoses. Below you see three IPO models, with a clear input, a (change) process, and an output. They help to structure different design components of the organizations (note the resemblance to Galbraith's star model). This model clearly shows different design components that play a role at different organizational levels (i.e. organizational, group, and individual).

Roles of Organization Development

In the context of Islam, OD can be understood as aligning organizational practices with Islamic principles and values. This involves fostering an environment that promotes ethical behavior, social responsibility, and community welfare, which are fundamental tenets of Islamic teachings (Habibah & Setyudin. 2024). Organisational Development is a process that aims to improve the effectiveness of organisations. OD professionals play several important roles in helping organizations achieve their goals. Some of them are:

Change agent: Its professionals serve as change agents within an organization. They help leaders, managers, and employees initiate and manage change initiatives that improve the organization's performance.

Facilitator: OD professionals facilitate group processes such as team building, problem-solving, and decision-making. They create a more collaborative and supportive work environment by fostering open communication and mutual respect, which leads to better teamwork and more effective problem-solving.

Consultant: Its professionals provide consulting services to organizations. They identify areas for improvement and recommend solutions based on their analysis of data and assessment of organizational systems, processes, and practices.

Trainer: Professionals design and deliver training programs that help employees develop new skills, knowledge, and abilities. They work with managers and leaders to develop and implement leadership development programs that build management capabilities, which can improve organizational performance.

Coach: OD professionals provide coaching services to managers and leaders to help them develop their leadership skills and overcome obstacles that may be hindering their performance. This can lead to better employee engagement, motivation, and performance.

Advocate: Professionals serve as advocates for employees by promoting a positive and supportive work environment. They help to build an inclusive culture that values diversity and promotes equal opportunity for all employees, which can enhance employee engagement, job satisfaction, and retention.

Organisational development strategies and programs

In Islamic organizations, leadership is viewed as a dynamic relationship that fosters mutual influence and common purpose. Effective strategy to organization development requires leaders to embody transformational qualities, which include humility, moral integrity, and a commitment to the welfare of their followers (Habibah & Setyaudin, 2024). This can be achieved through training programs that focus on ethical leadership principles derived from Islamic teachings. Strategic leaders should be encouraged to engage in self-reflection and seek feedback from their followers to enhance their leadership effectiveness. An Organizational Development Strategy depends on the following pillars:

1. The Infrastructure and the Resources of a Company

The people that establish the organization's development strategy must analyze what resources can be used in creating the strategy. For example. A start-up in sustainable tourism with 7 employees doesn't have too many resources for building an Organization Development Strategy.

At this phase, the CEO of the start-up can think of motivating its people with non-financial rewards (such as flexible working schedule, extra leave, opportunity to attend various workshops and business events, recognition on social media).

2. The Productivity of the Company

Those companies that lack a high level of productivity need an Organizational Development Strategy for improving the weakest areas. A company in the beauty industry spends a lot of money on attracting more customers. However, it doesn't possess some unique traits and perks. Since all the companies deliver the same type of products, our company doesn't get too much attention. The company can become more productive if it comes with elements that distinguish it from the rest of the organizations.

3. The Goals of the Company

When there are few resources, the leaders must sacrifice one area for another.

Not all goals can be achieved at once. Some prioritization must be done. This is why a lot of companies prefer to take care of each area at different periods. If the main goal is to increase sales, the resources will be redirected towards that particular aspect.

4. The Personnel Knowledge

Leaders make the Organization Development Strategy but employees take care of it. The worker's knowledge is one of the keys to applying this strategy with success. When the company attracts people with high skills, it becomes better at discovering innovative ideas and manages to sustain its activities. When the employees themselves focus on improving their working environment and working relationships, the job of the CEO becomes easier.

5. The Image of the Company

We all know the famous line: "It takes years to build a reputation and one second to destroy it!". The organization development strategy depends

on what image the company is portraying and what values it emphasizes. An organization that stays true to its values and brings wealth to society, can develop more sustainably.

Benefits of Implementing a Good Organizational Development Strategy?

The Organizational Development Strategy is an orientation tool that will lead to several gains. Here are the most important benefits after implementing a good Organizational Development Strategy:

- Productivity and profit
- Goals and planning consensus
- Open communication and increased participation
- Interpersonal and hard skill improvement
- Innovative initiatives
- Job satisfaction and motivation
- Stability and control over the environment
- Cohesion inside the teams and flexibility
- Employee retention
- Resilience when facing challenges

The Organizational Development Process and the Goals Alignment Process

The organizational development strategy also means aligning the goals of the company with an orientation towards people, innovation, knowledge creation, and community-based development.

Here is how each aspect plays a role in transforming a business.

1. Orientation towards people.

Small companies can have a better focus on all the individuals inside the team. Large companies bet on the heads of the teams to assess the needs and skills of each individual. In both cases, people need help to respond better to challenges.

2. Orientation towards innovation.

Companies are forced by the markets, the customers, and the disruptions in society to develop new and better infrastructure. The innovations simplify the tasks of the employees, help leaders to make decisions, and ease the interaction with the clients.

3. Orientation towards knowledge creation.

With both orientations to people and innovation, it enhances the use of knowledge. The knowledge flow inside a company is essential for all daily activities. At the same time, the more data and knowledge a company possesses, the more it will improve its business model and organizational culture.

4. Orientation towards community-based development.

As we said at the beginning of the article, one of the main functions of an organization is to manage its environment. Companies create products and services that fulfil the needs and the desires of the customers. The next step is not only to engage with its audience but also to create a community around those products and services.

Phases of the Organizational Development Strategy

The organizational development strategy is mainly formed of several important phases:

1. Planning of Organizational Development

This component refers to planning the overall goals and activities for developing the internal and external situation of the company:

1. Objectives for the organizational development of the company
2. Capabilities and resources
3. Budget for the organizational development
4. Calendar of activities

2. Key Areas of Organizational Development

This component refers to mapping the main key areas that form the basis of organizational development:

1. Employees
2. Working relations
3. Workflow
4. Product quality
5. Innovation
6. Community development

3. Solutions to Key Areas of Organizational Development

This component refers to brainstorming and analyzing of ideas with the teams and the rest of the stakeholders to develop practical and cost-effective solutions for organizational development. The steps are:

1. Proposed solutions to the key areas of the organizational development
2. SWOT Analysis of the proposed solutions

4. Implementation of Solutions

This component refers to the implementation of the proposed ideas by following a certain schedule.

1. Schedule of activities
2. Actual implementation
3. Monitoring of the implementation

5. Evaluation of the Results

This component refers to the evaluation of the overall implementation and results achieved.

1. Evaluation of the implemented solutions
2. Evaluation of the overall results
3. Feedback from the stakeholders involved

6. Continuous Improvement

This component represents the maintenance of a dialogue and knowledge sharing atmosphere inside the company to improve the process of organizational development.

1. Dialogue with the stakeholders
2. Informal debates
3. Knowledge sharing

What to Pay Attention to When Implementing the Organizational Development Strategy?

The most common task in implementing the Organizational Development Strategy is to transform processes and infrastructure of the company (Liew & Teoh, 2022). The hardest task is to transform not only the activities but also the mindset of the employees. All the productive activities are made by workers that understand and benefit from the human-technology interaction and partnership. Sometimes, the company implements the organization development strategy but things do not go according to the plans. When these issues arise, it is good to look at possible issues that triggered them. Here is a list of the most common issues and possible solutions to mitigate the effect of these issues:

Issue 1. Market and economic uncertainties that hold back the development process and steal from the enthusiasm inside the company. Possible solution: Provide a back-up plan and assure the people inside the organization that despite the economic struggles, their work is valuable and that they will find support from the upper management of the company.

Issue 2. Hardware and software failures. These things happen and urgent actions need to be taken to solve these malfunctions.

Possible solution: Make an inventory with the most urgent hardware and software that need to be fixed or replaced and think of ideas to get or buy them. Renting can also be a solution when it comes to temporary activities.

Issue 3. The staff doesn't pay attention to the development process and prefers to remain passive.

Possible solution: Explain to the employees that organizational development is a process through which all the people inside the company can learn new things and skills and enrich their professional experience.

Issue 4. Wrong communication with the employees, customers, and stakeholders, the messages might not be positive and motivating enough.

Possible solution: Express from the beginning the true objectives of the

process revolving around the organizational development and convey those objectives into clear messages that are positive and that call for reflection and action.

Issue 5. Extremely opposite views, when people don't understand the necessity of the strategy or start conflicts because of the different views they have.

Possible solution: Discuss with the parties that don't agree and try to reach a compromise by emphasizing the benefits each party might get after going through this process.

OD and Organisation Change (OC)

In Islam, meaningful change begins at the individual level. The Qur'an emphasizes personal accountability and moral self-improvement as foundational to broader societal and organizational transformation (Habibah & Setyaudin, 2024). This principle is powerfully captured in Surah Ar-Ra'd (13:11):

"Indeed, Allah will not change the condition of a people until they change what is within themselves."

This verse serves as a divine blueprint for change: sustainable organizational progress cannot occur unless individuals first commit to purifying their intentions, abandoning harmful habits, and cultivating virtues such as honesty, patience, and responsibility. Personal reform, therefore, is not optional — it is the catalyst for collective renewal.

At the organizational level, Islam calls for the establishment of a just, equitable, and compassionate environment — where every individual is treated with dignity and fairness. This aligns seamlessly with the core objectives of Organizational Development (OD): to enhance culture, foster inclusivity, and align structure, systems, and processes with the organization's purpose and values.

The teachings of the Prophet Muhammad ﷺ further reinforce this

holistic vision. He encouraged cooperation, mutual support, care for the vulnerable, and the active pursuit of justice – principles that translate directly into ethical leadership, participatory decision-making, and socially responsible organizational practices. In this light, Islamic OD is not merely about efficiency or output; it is about transforming workplace norms to reflect divine values – creating environments where people and purpose thrive together.

Clarifying Key Concepts:

- Organizational Change Management (OCM) refers to the structured approach through which an organization transitions from its current state to a desired future state – minimizing disruption and maximizing stakeholder engagement.
- Organizational Development (OD) focuses on how an organization fulfills its mission through intentional design – including its structure, functions, processes, and culture – to enable continuous growth, adaptability, and alignment with core values.

While OCM addresses *how* to implement change, OD addresses *why* and *for what purpose* – making them complementary disciplines, especially when guided by Islamic ethics.

The difference between change management and organisation development

Change management is the structured approach to transition individuals, teams, and organizations from a current state to a desired future state. Change management focuses on implementing a specific change, such as introducing a new system or process and ensuring that stakeholders embrace the change (Long et al., 2025). On the other hand, organization development is a long-term and systemic approach to improving an organization's effectiveness and achieving its goals. It focuses on an organization's human and cultural aspects and aims to bring about sustainable change. Modern organization development theories and

methods include appreciative inquiry, action research, and future search.

Areas of Difference

1. **Focus:** Change management focuses on implementing a specific change, whereas organization development focuses on improving the organization's overall effectiveness.
2. **Scope:** Change management is a narrow, short-term approach to addressing a specific issue, while organization development is a broader, long-term approach to improving organizational effectiveness.
3. **Methodology:** Change management uses a structured approach to manage a specific change, while organization development uses a participatory approach to improve the organization's overall effectiveness.
4. **Time Span:** Change management has a shorter time span, typically months, whereas organization development is a continuous and long-term process that can take years.
5. **Stakeholders:** Change management focuses on the stakeholders affected by a specific change, while organization development involves all stakeholders.
6. **Outcome:** The outcome of change management is a successful implementation of a specific change, whereas the outcome of organization development is an overall improvement in organizational effectiveness.
7. **Initiator:** Change management is usually initiated by external forces, such as a new regulation or market disruption, while organization development is initiated internally, often by management, who recognize the need for change.

Areas of Similarity

1. **People focus:** Both change management and organization development involve people in the change process.
2. **Systemic approach:** Both approaches take a systemic approach to change, recognizing that changes in one area of the organization can affect other areas.

3. Continuous improvement: Both approaches focus on continuous improvement, recognizing that change is ongoing.

Change management and organization development are two distinct approaches that organizations can use to achieve different objectives. Change management focuses on implementing a specific change, while organization development aims to improve the organization's overall effectiveness, Long et al (2025). While both approaches have similarities, such as a people focus, systemic approach, and continuous improvement, their methodology, scope, and time horizon differ. Organizations should carefully consider their goals and needs to determine the appropriate approach.

Organisational life cycle

The organizational life cycle is a theoretical model based on the change's organizations experience as they grow and mature. Just as living things grow and decline in predictable patterns, so do organizations, Ahmed et al (2025). Modern sources generally recognize as the first study using a biological model for organizational growth. However, the first historical reference we have of organizational life cycles is Alfred Marshall's 1890 Principles of Economics, in which he compared organizations to trees in the forest. Marshall described new organizations as seedlings struggling in the shade of their taller neighbours. The few that survive eventually grow tall enough to dominate their neighbours "and seem as though they would grow on forever," but ultimately, they decline and fall. Organisational life cycle in Islam can be understood through Islamic principles and values that guide the development and sustainability of organizations. The organization life cycle is typically made of several stages: inception, growth, maturity, decline, and renewal or transformation. Each stage can be aligned with Islamic teachings to ensure that the organization operates within ethical boundaries and fulfils its purpose according to Islamic principles (Faiz & Taib, 2025).

Why is organizational life cycle essential?

Islam places great emphasis on the organizational life cycle — not merely as a managerial model, but as a moral framework through which institutions can align their evolution with enduring Islamic values such as justice (*'adl*), accountability (*mas'uliyah*), integrity (*amanah*), and social responsibility (Faiz & Taib, 2025). As organizations progress through stages — inception, growth, maturity, and potentially decline — they are called to continuously evaluate whether their structures, decisions, and cultures remain faithful to these divine principles.

Some may assume that in today's era of rapid technological disruption, traditional life cycle models have lost relevance. In truth, they are more vital than ever. While technological change accelerates — compressing cycles that once spanned decades into mere months — the underlying human and ethical dimensions of organizational life remain constant. Crises are not random; they emerge from predictable patterns of behavior, leadership choices, and cultural inertia.

In the Islamic worldview, decline is not inevitable — it is often the consequence of neglecting moral vigilance, failing to consult (*shura*), or resisting necessary renewal. Organizations that take a proactive, values-driven approach to each life cycle stage — anticipating challenges, investing in ethical leadership, and prioritizing community welfare — are far more likely to transition successfully into the next phase of growth. Thus, understanding and managing the organizational life cycle is not merely a strategic imperative — it is an act of stewardship (*khilafah*). Leaders who recognize this can transform potential crises into opportunities for spiritual and institutional renewal, ensuring their organizations remain not only competitive, but conscientious and enduring.

Organizational life cycle models

From the 1960s to the 1990s, scholars and consultants proposed many models of life cycles. Although the models have many similarities, there are differences in the perspectives and the research methods. We present

here some of the most well-known models for comparison.

Lippitt and Schmidt model

In 1967, Gordon L Lippitt and Warren H Schmidt applied personality development theories to the creation, growth, maturity, and decline of a business organization. Their purpose was to predict the results of handling critical concerns of critical issues in the lifecycle stages of birth, youth, and maturity. They found that the managerial handling of six predictable crises determined the organization's developmental stage rather than their size, market share, or sophistication.

Birth

In the birth stage, the critical concerns are creating the new organization and surviving as a viable system. The key issues are deciding what to risk and what to sacrifice.

Youth

In the organization's youth, those concerns are gaining stability, reputation, and pride.

It is also concerned about how to organize and evaluate itself.

Maturity

In maturity, the organization must concern itself first with achieving uniqueness and adaptability. It must decide how to change itself to sustain its competitive position. And, it must choose how to contribute to society by selecting what to share. Table 9.1 below shows a summary of the developmental phases according to Lippitt and Schmidt:

Table 9.1 Showing organisation cycle development phases according to Lippit and Schmidt:

Developmental stage	Critical concern	Key issues	Consequences if concern is not met
Birth	1. To create a new organization	What to risk	Frustration and inaction
	2. To survive as a viable system	What to sacrifice	Death of organization Further subsidy by "faith" capital
Youth	3. To gain stability	How to organize	Reactive, crisis-dominated organization Opportunistic rather than self-directing attitudes and policies
	4. To gain reputation and develop pride	How to review and evaluate	Difficulty in attracting good personnel and clients Inappropriate, overly aggressive, and distorted image building
Maturity	5. To achieve uniqueness and adaptability	Whether and how to change	Unnecessarily defensive or competitive attitudes; diffusion of energy Loss of most creative personnel
	6. To contribute to society	Whether and how to share	Possible lack of public respect and appreciation Bankruptcy or profit loss

Source: Lippit and Schmidt, "Crises in a developing Organization." Harvard Business Review, 1967.

Table 9.1 above show organisation cycle development phases according to Lippit and Schmidt. According to them the organisation will go through the birth stage in which the organisation is established and the key issue is what to risk in order to have things done and when not done there will be a lot of frustration but the organisation will strive to survive. what follows is the youth stage in which the organisation will seek to gain stability and

work harder to gain sustainability through gaining reputation.

Lippitt and Schmidt also give us examples of the consequences of handling or mishandling each of the six managerial crises which are seen not to contradict the teachings of Islam as shown in table 9.2 below:

Table 9.2 Shows consequences of handling or mishandling each of the six managerial crises

Critical issue	Result if the issue is resolved correctly	Result if the issue is resolved incorrectly
Creation	New corporate system comes into being and begins operating.	Idea remains abstract. Company is undercapitalized and cannot adequately develop and expose product or service.
Survival	Organization accepts realities, learns from experience, becomes viable.	Organization fails to adjust to realities of its environment and either dies or remains marginal—demanding continuing sacrifice.
Stability	Organization develops efficiency and strength, but retains flexibility to change.	Organization overextends itself and returns to survival stage, or establishes stabilizing patterns which block future flexibility.
Pride and reputation	Organization's reputation reinforces efforts to improve quality of goods and service.	Organization places more effort on image creation than on quality product, or it builds an image which misrepresents its true capability.

Uniqueness and adaptability	Organization changes to take fuller advantage of its unique capability and provides growth opportunities for its personnel.	Organization develops too narrow a specialty to ensure secure future, fails to discover its uniqueness and spreads its efforts into inappropriate areas, or develops a paternalistic stance which inhibits growth.
Contribution	Organization gains public respect and appreciation for itself as an institution contributing to society.	Organization may be accused of “public be damned” and similar attitudes.

Source: Lippitt and Schmidt, “Crises in a developing Organization.” *Harvard Business Review*, 1967.

Table 9.2 as show above illustrates the consequences of handling or miss handling of the organisation. at the creation stage if it is handled well the organisation will have a new corporate system that will enable the organisation move on well while if un attended to well the idea will remain abstract and the company is undercapitalized which will lead to loss. At the survival stage the organisation accepts realities, learns from experience, becomes viable. If it does not then it fails to adjust to realities of its environment and either dies or remains marginal. When there is stability there is efficiency and survival. Where there is pride and reputation there is improved production of goods and services. when the organisation becomes unique and adaptable it provides growth opportunities for its personnel. At the contribution stage the organisation gains public respect and appreciation for contributing to society.

Greiner Growth Model

Larry E. Greiner(1972) in Bauer (2025), based his growth model on the age and size of the organization on the premise that organizational practices

change over time and that “management problems and principles are rooted in time.” He based his theory on European psychologists who hold that past events and experiences shape our behaviour. Greiner showed that leaders hold on to obsolete structures to consolidate their power. So, instead of looking inward to develop the organization, they focus exclusively on external forces. The consequent stagnation leads to revolutionary phases that shake up the organization. The resolution of the revolution decides whether the company will move forward or decline. Market forces determine the duration of the evolutionary and revolutionary phases of the organizational life cycle.

Phase 1: Creativity

In the creativity stage, the organization creates a product and a market. Leadership is entrepreneurial and visionary, reacting to the market. The lack of structure and management creates a leadership crisis.

Phase 2: Direction

If the entrepreneurs are savvy enough to engage skilled business management, a structure begins to form, with systems, work standards, and a hierarchical reporting structure.

Phase 3: Delegation

A crisis of autonomy occurs when decision-making is too centralized to be effective. Organizations try to adapt with delegation, but if the organization isn’t ready, talent will leave. Successful delegation allows companies to expand but often results in autonomous managers with a parochial attitude, creating a “silo” effect resulting in a crisis of control.

Phase 4: Coordination

A successful reaction to the control crisis is formal systems for planning, control, and resource management. Eventually, a divide grows between headquarters and field managers, and a “red-tape crisis” results from the organization becoming too large and complex to operate under formal and rigid systems.

Phase 5: Collaboration

If the organization survives the fourth revolution, red tape is supplanted by collaboration, social control, and self-discipline. Greiner correctly predicted that Phase 5 would create a crisis in the psychological saturation of emotionally and physically exhausted employees breaking under the burden of excessive teamwork and pressure to innovate. We are already seeing the result of the revolutionary phase as companies now focus on employee wellbeing, rest, and revitalization.

Organisational revitalization

In Islam the concept of organization development is rooted in the broader idea of revivalism (tajdid), which emphasizes the need for periodic renewal within the Islamic community to align with the core principles of Islam as taught by the Quran and the Prophet Muhammad Nugraheni et al (2024). To revitalize is to restore something to life or give it new life. Revitalizing adds newness and strength. Since vital things are alive, strong, and flourishing, when something gets revitalized, it is returned to health or life. A good night's sleep will revitalize you so will be eating a healthy meal. Stagnation can be the silent killer of even the most established companies. When organizations become complacent, fail to innovate, or resist change, they risk falling behind and losing their competitive edge. However, it's not a death sentence. Revitalizing stagnant companies is not only possible but can lead to renewed success. Let's explore a roadmap to breathe new life into your organization.

1. Acknowledge the Stagnation

The first step in revitalizing a stagnant company is recognizing that it's stuck in a rut. Denial or avoidance of the issue will only prolong the stagnation. A candid assessment of the company's current state is essential. Are revenues plateauing? Are competitors gaining ground? Is employee morale low? Identifying the signs of stagnation is crucial to kick-start the revival process.

2. Re-evaluate the Business Model

Many stagnant companies find themselves in their predicament because their once-effective business models have become obsolete. To breathe new life into the organization, it's crucial to re-evaluate and, if necessary, reinvent the business model. This might involve diversifying products or services, targeting new customer segments, or exploring innovative distribution channels.

3. Foster a Culture of Innovation

Innovation is the lifeblood of progress. Stagnant companies often suffer from a lack of fresh ideas and a resistance to change. Encourage a culture of innovation by empowering employees to share ideas, experiment, and take calculated risks. Invest in research and development to drive continuous improvement and stay ahead of the curve.

4. Listen to Your Customers

Your customers hold valuable insights into what's working and what's not. Conduct customer surveys, gather feedback, and actively engage with your client base. Understand their changing needs and preferences and use this information to tailor your products or services accordingly. Customer-centricity is a powerful driver of growth.

5. Streamline Operations

Stagnant companies can become bogged down by inefficient processes and bureaucracy. Streamline operations by identifying bottlenecks, eliminating redundant tasks, and implementing modern tools and technologies. Leaner operations can result in cost savings, improved productivity, and a more agile organization.

6. Invest in Talent and Training

A company is only as strong as its workforce. Invest in talent acquisition and development to bring fresh perspectives and skills to the organization. Offer training and development opportunities to help employees stay current and competitive in their roles. A well-trained and motivated team is essential for revitalization.

7. Embrace Technology

In today's digital age, technology is often a catalyst for transformation. Embrace technology to enhance operations, improve customer experiences, and stay competitive. Whether it's implementing data analytics, automation, or AI-driven solutions, technology can breathe new life into stagnant processes and open new avenues for growth.

8. Set Clear goals and metrics

Revitalization efforts should be guided by clear goals and measurable metrics. Define what success looks like and track progress consistently. This not only keeps the organization focused but also provides a sense of accomplishment as milestones are reached.

9. Seek external expertise

Sometimes, an objective perspective from external experts can be invaluable. Consider bringing in consultants or advisors with experience in turning around stagnant companies. They can provide fresh insights, identify blind spots, and offer guidance on the best course of action.

10. Communicate and rally the team

Effective communication is key during times of change. Keep employees informed and engaged in the revitalization process. Rally the team around a shared vision and purpose. A motivated and aligned workforce can be a driving force in revitalizing a stagnant company.

In conclusion, revitalizing a stagnant company is a challenging journey, but it's one that can lead to renewed success and growth. It requires a commitment to change, a willingness to innovate, and a focus on people and processes. By following this roadmap and staying open to new ideas and approaches, even the most stagnant companies can find their way back to vitality and success in today's dynamic business landscape.

Conclusion

Organisational development within the context of Islam is a multifaceted approach that integrates spiritual principles with business practices to

enhance workplace dynamics and employee satisfaction. The foundation of Islamic organisational development lies in the concept of spirituality, which significantly influences work ethics, job satisfaction, and organisational commitment. Islamic teachings emphasize the importance of ethical conduct, social responsibility, and community welfare, which are essential components for fostering a positive work environment in an organization. By embedding these values into organisational culture, businesses can create a more engaged workforce that is committed to both individual and collective goals. Islamic spirituality as a guiding force in the workplace cannot be overstated. It encourages employees to find meaning in their work beyond mere financial gain, promoting a sense of purpose that aligns with their faith. This alignment not only enhances job satisfaction among employees but also strengthens organisational commitment, leading to improved performance and productivity. The integration of Islamic work ethics serves as a mediator between spirituality and work attitudes. It provides a framework for employees to navigate their professional responsibilities while adhering to their spiritual beliefs. This synergy between spirituality and ethics fosters an environment where individuals feel valued and motivated to contribute positively to their organisations.

Review questions

1. What are the core principles of Islamic teachings that influence organisational development?
2. How does Islamic spirituality impact job satisfaction and organisational commitment?
3. What role do ethics play in organisational development within an Islamic framework?
4. In what ways can Islamic teachings be integrated into modern organisational practices?
5. What challenges might organisations face when implementing Islamic principles in their development strategies?
6. How can leadership styles within an organisation reflect Islamic values?

7. What is the significance of community involvement in organisational development from an Islamic perspective?
8. How does diversity within a workforce contribute to organisational effectiveness according to Islamic teachings?
9. What methods can be employed to measure the impact of Islamic principles on employee performance?
10. How do historical contexts influence contemporary interpretations of organisational development in Islam?

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HUMAN RESOURCE PLANNING AND DEVELOPMENT

THE ISLAMIC PERSPECTIVE

This comprehensive book examines Human Resource Planning and Development through an Islamic perspective, offering a unique integration of contemporary HR practices with foundational Islamic teachings and values. The work systematically explores how Islamic principles including *Amanah* (integrity), *Adl* (justice), *Shura* (consultation), and *Taqwa* (God-consciousness) can inform and enhance effective HR strategies in modern organizational contexts. Drawing from the Quran and the teachings of Prophet Muhammad (peace be upon him), this book presents Human Resource Development (HRD) as a holistic approach that transcends individual skill acquisition to encompass social justice, equality, and community well-being. The Islamic framework positions HRD as a vital mechanism for socioeconomic development and improving quality of life across all societal levels, emphasizing employee welfare and ethical considerations as fundamental organizational imperatives. The book provides in-depth analysis of human resource planning methodologies that align with Islamic values, addressing both theoretical foundations and practical implementation challenges. Key areas examined include organizational development through Islamic leadership principles, the integration of worship (*Ibadah*) and stewardship (*Khalifah*) concepts into workplace culture, and the application of accountability (*Hisab*) and intention (*Niyyah*) in performance management systems. Through detailed case studies and examples of successful HR initiatives across various Islamic contexts, the book demonstrates practical applications of these principles in contemporary organizational settings. Each chapter includes comprehensive review questions designed to reinforce learning outcomes and facilitate deeper understanding of the material. This work serves as an essential resource for HR professionals, organizational leaders, scholars, and students seeking to understand and implement Islamic perspectives in human resource management while maintaining effectiveness in today's competitive business environment.

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