STRATEGY TO BUILD SUCCESSFUL ISLAMIC HUMAN RESOURCES

Elsanra Eka Putra

Lecture at National Islamic Institute of Batusangkar

ABSTRACT

This paper aim is that employee or Human Resources (HR) is given the task and obligation then collaborates in one team work to achieve organization goals. HR frame is very individuals or employee as part of a large family member has strength, weakness, needs and desires, the political frame is to view an organization as a competitive jungle where many employees compete for very limited resources and power and to identify the best parts in an ineffective and ineffective field.

To compile various human resources management activities there are 6 (six) human resources management model, namely: Clerical model, legal model, financial model, managerial model, humanistic model and behavioural science model. If the human resource management strategy described is implemented half-heartedly, little by little, this will be predicted to cause failure. Success requires a comprehensive long-term strategy and commitment, many organizations support but give little. One example of a comprehensive strategy that combines elements of human resources is structural and total quality management (TQM), which swept American companies in the 1980s. Quality teachers such as W. Edwards Deming (1986), Joseph Juran (1989), Philip Crosby (1989), and Kaoru Ishikawa (1985) differ in specific, but they all emphasize the involvement of labor, participation, and working together as important components of serious quality efforts. Hackman and Wageman (1995) analyze theory and practice. It is practical from the quality movement and concludes that it is a coherent and distinctive philosophy, which is consistent throughout the research that is in effective human resource management. Hackman and Wageman (1995) synchronized four core assumptions in TQM: 1. High quality is actually cheaper than low quality, 2. People want to do good work, 3. Quality problems are cross functional and 4. Top management is ultimately responsible for quality. Ideally between people and organizations can both benefit goodness, for a successful organization it needs creative and active people. Global competition, turbulence, and rapid change have increased a lasting dilemma: Is it better to be lean and mean, or to invest in people? Various strategies to reduce labor downsizing, outsourcing, temporary and part-time use of workers have been widely applied to reduce costs and increase flexibility. Organizational progress adopts various strategies, involving strategies to improve human resource management.

BACKGROUND

Islamic Human Resources (HR) are central factors in an organization especially for Islamic organization. Whatever the shape and purpose, the organization is made based on various visions for human interests and in carrying out its mission is managed and managed by humans. So humans are a strategic factor in all institutional / organizational activities. Furthermore, HRM means regulating, managing HR based on the company's vision so that organizational goals can be achieved optimally.
Therefore, HRM is also a part of Management Science, which refers to the management function in the process of planning, organizing, staffing, leading and controlling.

Islamic Human Resources is one of the most important factors, so we can see the reality, there are companies that have Technology, work procedures, system, culture and, the same organizational structure, but the management of one company with another is different. The continuity of development carried out now in our country, however it can only be maintained if the quality of existing human resources gets serious attention from both the government and the private sector. Therefore, it is necessary to develop human resources in our country given the large population of Indonesia, which is a potential productive source so that it can be turned into a real productive source.

Organizational development is not only physically the organization but also the value of the organization. Value here is more to the skills of existing HR. Each HR has different skills depending on the field of work and the Organization is required to develop and improve the competencies of its HR so that the organization is able to provide the best performance and have the ability to compete. There are various types of strategies in improving the ability of organizations to have competitiveness, one of which is a reframing approach. The reframing approach is a shift in the organization's conception of how an organization can achieve its objectives. The specific characteristics of this approach, emphasize that efforts to create organizational competencies must be carried out when the effort made is able to open human resource thinking in the organization.

The concept of organizational framing is known as one of the theories in the field of management science related to organizational change. Framing an organization is an organizational management theory that can assess organizational activities through various points of view. There are four frames that are generally accepted as structural, HR, political, and symbolic.

1. Structural frame is a strategy in which the organization does not recognize if employees or human resources are limited to individuals but also as separate mass business groups. The purpose is that each employee or HR is given the task and obligation then collaborates in one team work to achieve organizational goals.

2. Frame HR, HR frame is every individual or employee is seen as part of a large family member (organization). Every family member has strengths, weaknesses, needs, and desires.

3. The political frame is to view an organization as a competitive jungle (junglecompetitive), where many employees compete for very limited resources and power.

4. Symbolic frames, symbolic frames are looking at the organization as a tribe or nation. Employee culture is very shaped by myths, ceremonies, and other rituals. By analyzing the organization using frames, an organization can identify the best parts in an ineffective and ineffective field.

DISCUSSION

Definition of Human Resources (HR)

Human Resources (HR) that belongs to a macro perspective is stated by Moses n. Kinggundu (1989): “Human resource management is the development and utilization of personnel / employees for effective achievement of individual, organizational, community, national and international goals and objectives” While the understanding of HRM in a micro-sense, it is usually the same as the
understanding given to personnel management, as explained by Edwin B. Flippo quoted by T. Hani Handoko namely: planning, organizing, directing, and monitoring procurement activities, development, compensation, integration, maintenance and release of human resources so as to achieve the goals of individuals, organizations and society. According to Suradinata (2005: 10) there are five basic elements of human resource management, namely: 1. Resource activities to achieve goals 2. Process carried out professionally. 3. Through other humans. 4. Using other methods. 5. In an organizational environment. In connection with the renewal of human resource management, Barthos (in Sedarmayanti, 2005: 1) states that human resource management covers issues related to coaching, use, and protection of human resources, both in the work relationship and self-employed. According to Maslow (Robbins, 2006: 214) humans have a number of needs classified in five levels or five hierarchies (hierarchy of needs), namely: (a) Psychological needs, including hunger, thirst, protection (clothing and housing), sex, and other physical needs. (b) The need for safety, including safety and protection against physical and emotional losses. (c) Social needs, including affection, a sense of belonging, good acceptance, and friendship. (d) Needs of respect (esteem / respected), including factors of self-respect such as self-esteem, autonomy, and achievement, as well as factors of respect from outside such as status, recognition, and attention. (e) The need for self-actualization (self-fulfillment), the urge to be someone / something in accordance with his ambition, which includes growth, achievement of potential, and fulfillment of self-needs.

**HUMAN RESOURCE MANAGEMENT MODEL**

In understanding the various problems in human resource management and at the same time can determine how to solve it, it is necessary to know in advance the models used by small companies cannot apply the model commonly used by large companies, and vice versa. In the development of these models develop according to the situation and conditions and demands. To compile various human resource management activities there are 6 (six) human resource management models, namely:

1. **Clerical Model**
   In this model the function of the human resources department is primarily to obtain and maintain reports, data, record and carry out routine tasks. The function of the human resources department handles the required paperwork, fulfills various regulations and carries out routine staffing tasks.

2. **Legal model**
   In this model, human resource operations derive their strength from legal expertise. The legal aspect has a long history that originated from labor relations, in the period of contract negotiation, supervision and compliance are the main functions due to the often conflicting relationships between managers and employees.

3. **Financial model**
   The financial aspects of human resource management lately are growing because managers are increasingly aware of the great influence of human resources, including indirect compensation costs such as health insurance costs, pensions, life insurance, holidays and so on, the need for expertise in managing fields the more complex this is the main reason why human resource managers are increasing.
4. Managerial Model

This managerial model has two versions, namely the first version of human resource managers understand the terms of reference of line managers who are oriented to productivity. The second version of this manager carries out several human resource functions. The human resources department trains line managers in the expertise needed to handle key human resource functions such as appointment, performance evaluation and development. Because employees generally prefer to interact with their own managers compared to staffs, some human resource departments can show line managers to act as trainers and facilitators.

5. Humanistic model

The central idea in this model is that, the human resources department was formed to develop and assist the development of the value and potential of human resources within the organization. Human resource specialists must understand individual employees and help them maximize self-development and career improvement. This model describes the growing concern of the organization for the training and development of their employees.

6. Behavioral Science Model

This model considers that behavioral science such as psychology and organizational behavior is the basis of human resource activities. The principle is that a scientific approach to human behavior can be applied to almost all human resource issues in the field of enthusiastic human resources which is based on scientific principles including feedback, evaluation, program design and training objectives and career management techniques.

STRATEGIES TO BUILD AND FULFILL HUMAN RESOURCES

If the human resource management strategy described is implemented half-heartedly, little by little, this will be predicted to cause failure. Success requires a comprehensive long-term strategy and commitment, many organizations support but give little. One example of a comprehensive strategy that combines elements of human resources is structural and total quality management (TQM), which swept American companies in the 1980s. Quality teachers such as W. Edwards Deming (1986), Joseph Juran (1989), Philip Crosby (1989), and Kaoru Ishikawa (1985) differ in specific, but they all emphasize the involvement of labor, participation, and working together as important components of serious quality efforts. Hackman and Wageman (1995) analyze theory and practice. It is practical from the quality movement and concludes that it is a coherent and distinctive philosophy, which is consistent throughout the research that is in effective human resource management. Hackman and Wageman (1995) synchronized four core assumptions in TQM:

1. High quality is actually cheaper than low quality
2. People want to do good work.
3. Quality problems are cross functional.
4 Top management is ultimately responsible for quality.
The strength of an integrated approach to TQM is illustrated in the case of New United Motor Manufacturing Inc. (NUMMI), General Motors - Toyota joint venture. In 1985, NUMMI reopened an old GM factory in Fremont, California, and began building cars. This attracted a workforce of five thousand employees dismissed by GM the previous year. These workers have a reputation in GM for militancy, attendance, but poor alcohol and drug abuse, and even fighting on the assembly line (Hplusha, 1989; Lawrence and Weck-ler, 1990, Lee, 1988). Two years later, absenteeism has dropped from 20 percent below GM to 2 percent below NUMMI, and the plant produces high-quality cars with lower labor costs than other GM plants. The success of NUMMI was built on a comprehensive human resource philosophy. There is symbolic egalitarianism: workers and executives wear the same uniform, parked in the same lot, and eat in the same canteen. Grouped in small, self-managed teams, employees participated in designing their own work and playing through different jobs.

CONCLUSION

Ideally between people and organizations can both benefit goodness, for a successful organization it needs creative and active people. Global competition, turbulence, and rapid change have increased a lasting dilemma: Is it better to be lean and mean, or to invest in people? Various strategies to reduce labor downsizing, outsourcing, temporary and part-time use of workers have been widely applied to reduce costs and increase flexibility. Organizational progress adopts various strategies, involving strategies to improve human resource management.
LITERATURES


Moses N. Kinggundu, *managing Organization in developing Countries; An Operational and Strategic Approach*, Kumarian Press, Inc., 1898


