

Islamic Human Resource Management: Thematic Map and Research Cluster

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This study aims to examine the development of Islamic human resource management by analyzing scholarly literature indexed in the Scopus database published from 1997 to 2023. The research methodology utilized biblioshiny-R. The findings reveal a significant increase in the number of scholarly publications in 2017, reaching a total of 17 publications. In terms of geographical distribution, Indonesia stands out as a leader with 84 documents of scholarly publications. The peak of the annual average citations occurred in 2007, with approximately 6.2 citations per year. The "Journal of Management Development" recorded the highest number of publications. The main thematic areas in scholarly publications on Islamic resource management include aspects of "Islam," "competency," and "human resource management." Additionally, the research identifies research topics based on their density and centrality, and analyzes research clusters connected through co-occurrence network analysis. It is expected that the results of this research will make a significant contribution to the understanding of the development of Islamic human resource management literature.

Keywords: Islamic human resource management; HRM; Biblioshiny

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INTRODUCTION

Islamic Human Resource Management (HRM) is a concept that integrates spiritual and material progress, focusing on individual and collective development, as well as the well-being of this world and the hereafter (Khan, 2016). It is based on ethnic values, beliefs, and voluntary motivation, considering employees as more than just resources. Islamic HRM practices stem from Islamic teachings, such as Taqwa, Itqan, and Akhlak, which emphasize piety, justice, and morals (Toumi & Su, 2022). In implementing Islamic Human Resource Management, there are a number of principles that need to be considered as described in the Bangladesh Institute of Management Studies (BIMS), namely 1) Intention, where in Islam, every action should be accompanied by noble intentions. Employees must be evaluated based on their intended goals, ideas, plans and strategies. 2) Trustworthiness, responsibility, sincerity, discipline, dedication, diligence, cleanliness, cooperation, good behavior, gratitude, and moderation. These values guide the principles of human resource management. 3) Taqwa. This refers to piety and righteousness, leading to steadfastness in seeking truth and justice. 4) Ihsan. Includes help, perfection, rectification, forgiveness, completeness of faith, and doing righteous deeds. 5) Justice. This is the most prominent and important characteristic of Islamic management. Selection and recruitment should be based on merit. 6) Consultation (Shura). This is the main characteristic of Islamic management. Prophet Muhammad SAW consulted and followed the advice of his companions in several matters, creating an environment of consultation, participation, and consensus among believers. And 7) Division of labor, delegation of authority, and remuneration or payment of employees.

Islamic HRM practices differ from modern HRM practices in several ways, as they are based on Islamic principles and values, which emphasize spiritual and moral progress, as well as well-being in this world and the hereafter (Ashafani, 2022). One of the main differences between Islamic HRM and HRM in general relates to the emphasis on trust and sincerity. Islamic HRM strongly emphasizes trust and sincerity between managers and employees, which are important for achieving organizational goals (Zaman et al., 2013). In addition, Islamic HRM emphasizes the importance of the manager-employee relationship, which is beneficial to achieving organizational goals. Then, Islamic HRM is based on the principle of justice, which is the most prominent and important characteristic in Islamic

management. Selection and recruitment are based on merit, ensuring fairness in the organization. Islamic HRM also encourages consultation and participation among employees, fostering a sense of belonging and collaboration (Zaman et al., 2013). Khan et al (2010) added that Islamic HRM places a strong emphasis on employee development, focusing on the physical and spiritual aspects of human resources. These Islamic HRM practices have been shown to have a positive impact on organizational commitment and performance, as they foster trust and employee-employer relationships (Ashafani, 2022).

Thus, Islamic HRM practices can be adapted to various industries by incorporating Islamic values and principles into human resource management. These principles can be applied to various HR functions, such as HR planning, recruitment, selection, orientation, training and development, career development, performance management, and reward systems (Chowdhury et al., 2019; Muafi & Uyun, 2018; Branine & Pollard, 2010). For example, in the healthcare industry, Islamic HRM practices can be adapted by incorporating Islamic values such as compassion, empathy, and service to others into the recruitment and selection process (Rana & Malik, 2016). In the financial industry, Islamic HRM practices can be adapted by incorporating Sharia principles into performance management and reward systems (Branine & Pollard, 2010). In the education industry, Islamic HRM practices can be adapted by incorporating Islamic values such as knowledge, wisdom, and lifelong learning into training and development programs (Chowdhury et al., 2019). Overall, Islamic HRM practices can be adapted to various industries by incorporating Islamic values and principles into human resource management. This can help create a more harmonious and productive work environment that enhances the well-being of employees and the organization as a whole.

However, the implementation of Islamic Human Resource Management (HRM) practices faces several challenges, which stem from the need to integrate Islamic principles with modern HRM practices. Ali (2010) asserts Islamic HRM practices need to be adapted to modern organizational structures, which may require a re-evaluation of existing practices and the development of new frameworks aligned with Islamic principles. Alabdoli & Hamdan (2022) added that Islamic HRM practices must comply with legal and regulatory requirements, which may vary in different countries and regions. This

can pose challenges in implementing practices that are in line with Islamic principles while meeting legal obligations. In addition, Islamic HRM practices need to consider cultural and social norms, which may vary in different contexts. This requires a deep understanding of the local culture and the ability to adapt practices to fit the cultural and social context (Alabdoli & Hamdan, 2022). Chowdhury et al (2019) also argue that Islamic HRM practices emphasize the importance of training and development, which may require the development of new training programs that are in line with Islamic principles. This may pose challenges in terms of resource allocation and development of new training materials. In addition, the implementation of Islamic HRM practices may also face resistance from some employees who do not understand or fully appreciate the principles behind the practices. This can pose challenges in terms of employee buy-in and the need for effective communication and change management strategies (Ali, 2010). Overcoming these challenges requires a deep understanding of Islamic principles and values, as well as the ability to adapt the practice to fit the local context and also meet legal and regulatory requirements. Addressing these challenges requires a deep understanding of Islamic principles and values, as well as the ability to adapt practices to fit the local context and also meet legal and regulatory requirements.

On the other hand, implementing Islamic HRM practices in a company can provide several potential benefits, including improved worker-employer relationships. Islamic HRM practices, which emphasize the importance of trust, sincerity, and fairness in human resource management, can lead to improved employee-employer relationships (Chowdhury et al., 2019; Ashafany, 2022). Islamic HRM practices are proven to have a positive impact on organizational commitment and performance, as they foster trust and employee-employer relationships (Muafi & Uyun, 2018; Chowdhury et al., 2019). Toumi & Su (2022) also explained that Islamic HRM can enhance employee development. Implementing Islamic HRM practices can help align the organization with Islamic values and principles, which can be beneficial for organizations operating in Muslim-majority countries or organizations that have a large Muslim workforce (Toumi & Su, 2022). Furthermore, Islamic HRM practices emphasize the importance of social responsibility and ethical behavior, which can have a positive impact on society as a whole (Muafi & Uyun, 2018). Rana & Malik (2016) stated that the potential of

Islamic HRM in the current era could be significant, as it integrates spiritual and moral progress, focusing on individual and collective development, as well as worldly and afterlife well-being.

Based on this explanation, it can be concluded that Islamic HRM has potential and will continue to develop along with the development of the industry, especially the Islamic industry globally. From an academic aspect, current research on Islamic HRM faces some limitations, which may have an impact on the understanding and application of Islamic HRM practices. Branine & Pollard (2010) explain the lack of empirical research on Islamic HRM practices, which may limit the understanding of the effectiveness of these practices in different organizational contexts. In addition, Hossin et al (2020) stated that most research on Islamic HRM practices is based on documents and secondary data obtained from various articles, books, newspapers, journals, and websites, which may limit the depth and rigor of the research. Ali (2010) also expressed his opinion that a number of studies on Islamic HRM practices offer limited exploration of Islamic principles related to HRM, which may limit the understanding of the overall practice of Islamic HRM and its implications for human resource management. Therefore, the need for more in-depth research related to Islamic Human Resource Management is needed at this time. One research method that can be utilized to deepen research related to Islamic HRM is bibliometrics with Biblioshiny R. Bibliometric analysis with Biblioshiny R can identify various elements associated with research articles, including keywords used, authors, publishing journals, and topics discussed. Furthermore, the Biblioshiny R analysis tool is a widely used tool for conducting bibliometric studies and produces reliable results (Alshater et al., 2022).

A number of studies relevant to this research include Azmi (2015) assessing the relationship between Islamic human resource practices and organizational performance. The results found that basically, there is only one Islamic human resource practice, namely training and development practices, which are positively and significantly related to organizational performance. Previously, Azmi (2010) also explained the human resource practices and performance of Islamic organizations in Malaysia. His research concluded that Islamic organizations implement Islamic human resource practices because Islam is considered a way of life, their type of organization, and their organizational mission. Two Islamic human resource practices that are implemented to a

considerable extent are selection and recruitment, and training and development. On the other hand, three Islamic human resource practices were implemented at a moderate level, namely career development, performance management, and reward practices. Thus, the overall implementation of Islamic human resource practices in Malaysian Islamic organizations is moderate. However, the impact of these Islamic human resource practices on organizational performance is substantial. This suggests that Islamic human resource practices are better than the conventional perspective in creating higher organizational performance.

Rana & Malik (2016) present a brief overview of the available research on Islamic principles related to human resource management (HRM). The study concludes that business organizations in Islamic countries or those managed by Muslims generally claim to follow Islamic management principles. However, practical adherence to these principles varies in various shades depending on national and organizational culture. The literature reviewed covers HRM theory and identifies the Islamic principles associated with it. For the most part, researchers have outlined Islamic guidelines related to HRM; however, some have also ventured to find out the practical application of Islamic principles and their efficacy. Fesharaki & Sehhat (2018) introduced and promoted a new concept of Islamic human resource management (iHRM) and assessed its impact on two organizational attitudes, namely justice perception and employee commitment. The results found that four dimensions of iHRM, namely recruitment and selection, training and development, remuneration and compensation, and performance appraisal, were positively related to organizational justice. The first three dimensions also had a positive impact on employee commitment, but the relationship between performance appraisal and employee commitment was not statistically significant due to employees' slightly negative attitude towards the possibly perfunctory routine.

Razimi et al (2014) discussed the concept of dimensions in human resource management (HRM) from an Islamic management perspective. Hashim (2010) examined human resource management from an Islamic perspective and its effect on organizational commitment among selected employees in Islamic organizations in Malaysia. Hashim (2009) explored the extent to which Muslim employees are aware of Islamic human resource management (HRM) practices and the extent to which Islamic organizations in Malaysia practice HRM based on the Islamic approach outlined

by Islamic sacred texts. Branine & Pollard (2010) explored the nature and content of Islamic management practices and their implications for human resource management (HRM) in Arab countries. Khan et al (2010) developed a conceptual framework that describes aspects of modern human resource management (HRM) and HRM from an Islamic perspective. Rahman et al (2013) examined the relationship between Islamic Human Resource Management (IHRM) practices and trust.

Based on a number of these studies, there is no research that specifically examines Islamic Human Resource Management using biblioshiny analysis. Therefore, the purpose of this study is to conduct a thorough literature review by identifying gaps in research and helping academics and practitioners to further explore research on "Islamic Human Resource Management" in the future.

METHODOLOGY

This research is a qualitative research with bibliometric analysis with the analytical tool used, namely R Biblioshiny from various publications on Islamic human resource management. The data source of this research uses secondary data in the form of books, articles, or other publications published in various journals with research topics on Islamic HRM indexed by Scopus. The search results found 116 research publications which then became the sample in this study. Bibliometric analysis identifies various elements associated with research articles, including keywords used, authors, publishing journals, and topics discussed. In bibliometric analysis, bibliometric mapping is a frequent research topic, with at least two different bibliometric elements, namely, the construction of bibliometric maps and their graphical representation. Most bibliometric literature focuses on the construction of bibliometric maps (Marlina et al., 2021).

This research uses the Biblioshiny version 4.1 tool to systematically explore and analyze scholarly publications related to "Islamic Human Resource Management" recorded in the Scopus database. The mapping was done with a focus on keywords and specific terms that appear in relevant journal articles. The main objective was to identify patterns, trends and key concepts that appear in the literature related to human resource management with an Islamic approach. Through such analysis, this study seeks to provide a deeper understanding of the development

and direction of research in this domain. The metadata tables presented include crucial information such as author details, publication date, and journal source, which can provide a comprehensive overview of the landscape of literature documented in Scopus. Other studies using bibliometric analysis for the example can be found at [Gunawan \(2023\)](#), [Nasution et al., \(2022\)](#),

[Uula & Ikhwan \(2022\)](#), [Fitria et al., \(2022\)](#), [Sari & Maysyaroh \(2022\)](#), [Nuraini \(2022\)](#), [Kholiq et al., \(2022\)](#), [Rusydiana \(2019\)](#), and also research done by [As-Salafiyah \(2022\)](#).

RESULT AND DISCUSSION

Table 1. Main Information

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	1997:2023
Sources (Journals, Books, etc)	83
Documents	116
Annual Growth Rate %	10,03
Document Average Age	6,45
Average citations per doc	15,18
References	1
DOCUMENT CONTENTS	
Keywords Plus (ID)	203
Author's Keywords (DE)	394
AUTHORS	
Authors	298
Authors of single-authored docs	27
AUTHORS COLLABORATION	
Single-authored docs	28
Co-Authors per Doc	2,68
International co-authorships %	21,55
DOCUMENT TYPES	
Article	84
Book	1
book chapter	12
conference paper	11
Review	8

Based on the data contained in the table above, there are 116 documents sampled in the study, collected over a publication period of 26 years, starting from 1997 to November 30, 2023. The documents were sourced from various journals, covering a total of 83 different journal sources. The participation of 298 authors was seen in scholarly publications related to the topic of Islamic resource management. Document types were divided into five categories, with 84 articles

being the most dominant, followed by 1 book, 12 book chapters, 11 conference papers, and 8 reviews. Despite articles being the most common document type in the sample, all five document types were recognized as the research sample and the main reference sources in compiling the findings related to the "Islamic HRM". Thus, this research covers a wide range of document types to enrich the understanding of the Islamic human resource management.

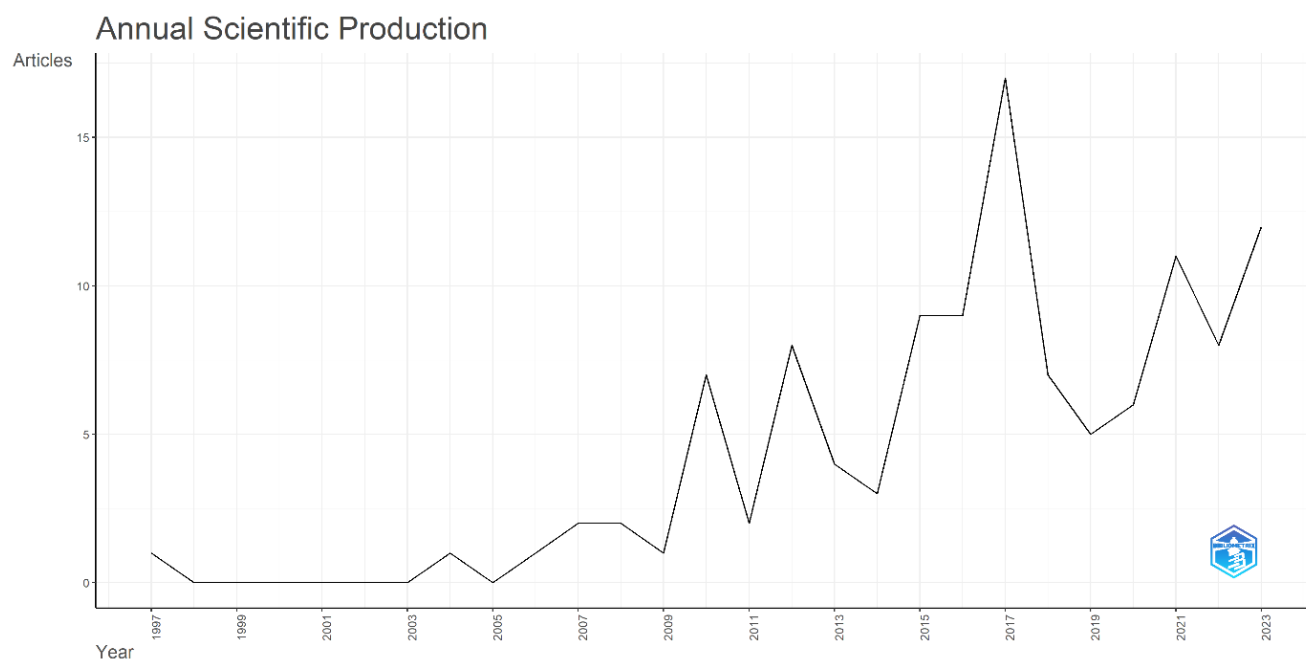


Figure 1. Annual Scientific Production

The graph above reflects the production of documents related to Islamic human resource management indexed in Scopus during the period from 1997 to November 30, 2023. From the graph, it can be seen that the trend of scientific publications on this topic fluctuates from year to year, but generally tends

to increase during the observation period. The peak of article publishing was seen in 2017 with 17 scientific publications. Although there was a significant decrease in the following year, the number of publications increased again, albeit at a more moderate rate.

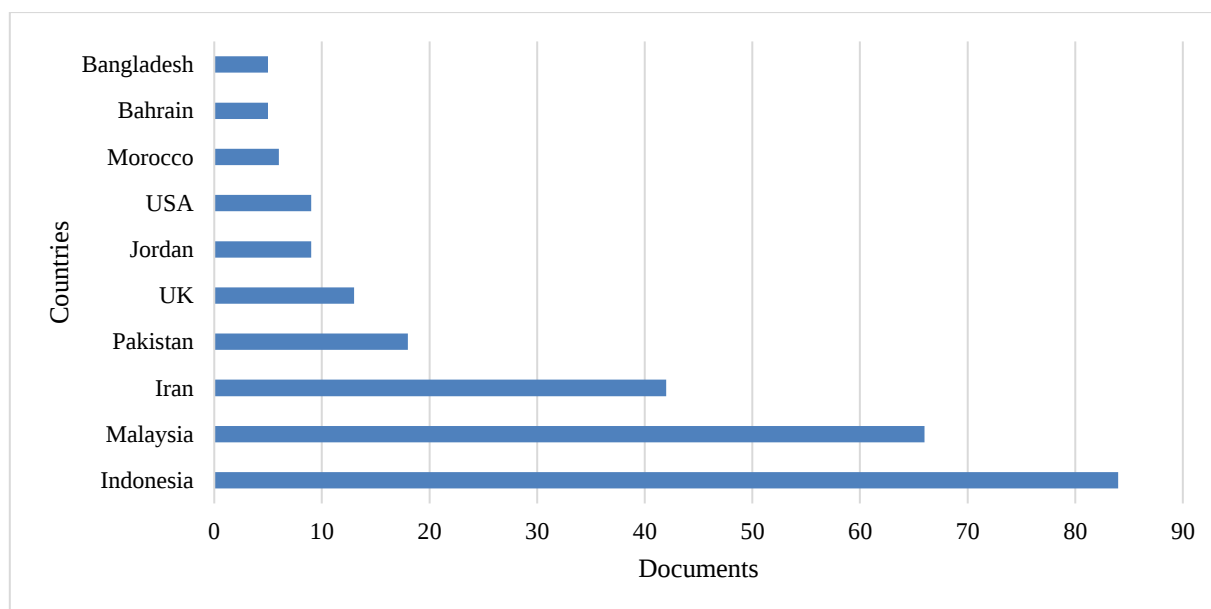


Figure 2. Countries' Scientific Production

The graph above provides an overview of the distribution of documents or scientific publications related to Islamic human resource management indexed in Scopus based on research contributors from various countries or regions. From the data presented, Indonesia stands out as the leader in the number of scientific publications, with 84 documents. The country

reflects the significant contribution of authors from the country in advancing research related to Islamic human resource management. It is followed by Malaysia with 66 documents, and in third place, Iran contributes with 42 documents. The greater the number of documents produced by authors in each country, emphasizing the involvement of authors from that country in the

development of knowledge related to Islamic human resource management. This distribution gives an idea of the geographical spread of research contributions in the field, with certain countries playing a key role in

producing scholarly publications. This information can provide further insight into the diversity of research and academic interest in Islamic human resource management at the global level.

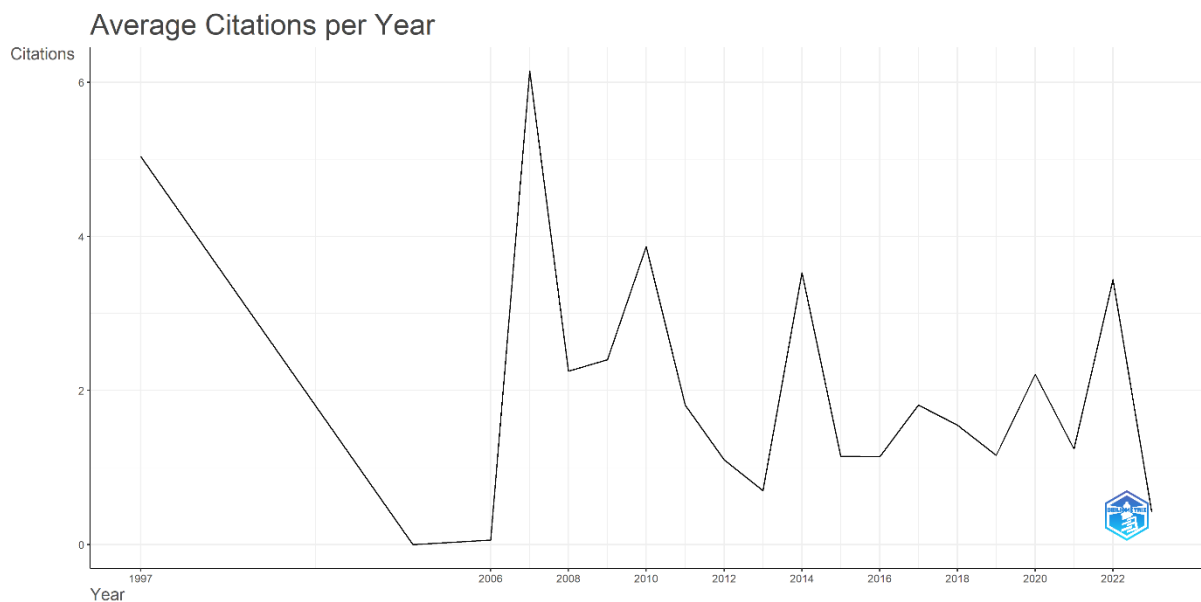


Figure 3. Average Citations per Year

The figure above illustrates the graph of average citations per year on Islamic human resource management documents indexed in Scopus. The average citations on these documents fluctuate from year to year. In 2007, it can be seen that these documents reached the highest average number of citations during the observation period, which was around 6.2 citations per year. An article titled "Gender

and human resource management in the Middle East" written by Beverly Dawn Metcalfe and published in 2007 was the main contributor in terms of citations in that year, with 393 citations. This suggests that the article had a significant impact in the literature related to Islamic resource management in 2007 and has been widely referenced by other researchers, reflecting its continued influence in the domain.

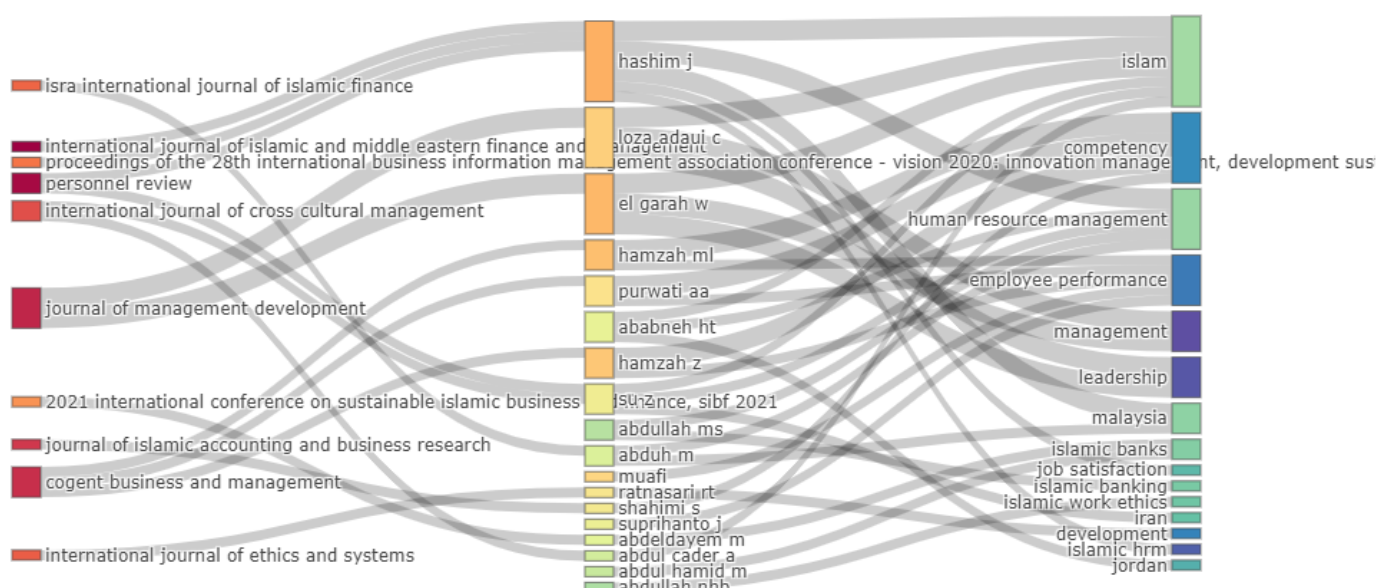


Figure 4. Three Fields Plot

The image above is a graphic representation used to visualize the relationship between three

variables or dimensions of data, known as a "Three fields plot". The purpose of this graph is to provide a

better understanding of how the three variables interact with each other. By using this graph, researchers can more easily see the relationship and impact between the three variables.

On the left side of the figure, there is a list of journals that have published scholarly publications related to Islamic human resource management, with the journal "Journal of Management Development" standing out with the highest number of publications, marked by a red block. Some authors associated with these journals can be seen in the middle of the plot, such as Loza Adaui C and El Garah W, which are shown with orange blocks. The association of these

authors with specific topics can be seen on the right side of the graph.

On the right side of the graph, there are several topics that are frequently discussed in these scholarly publications, including "Islam", "competency", and "human resource management". This graph provides a clear view of how journals, authors, and related topics are interconnected in research on Islamic human resource management. As such, it is a useful tool for understanding the complex relationships between variables in the context of such research.

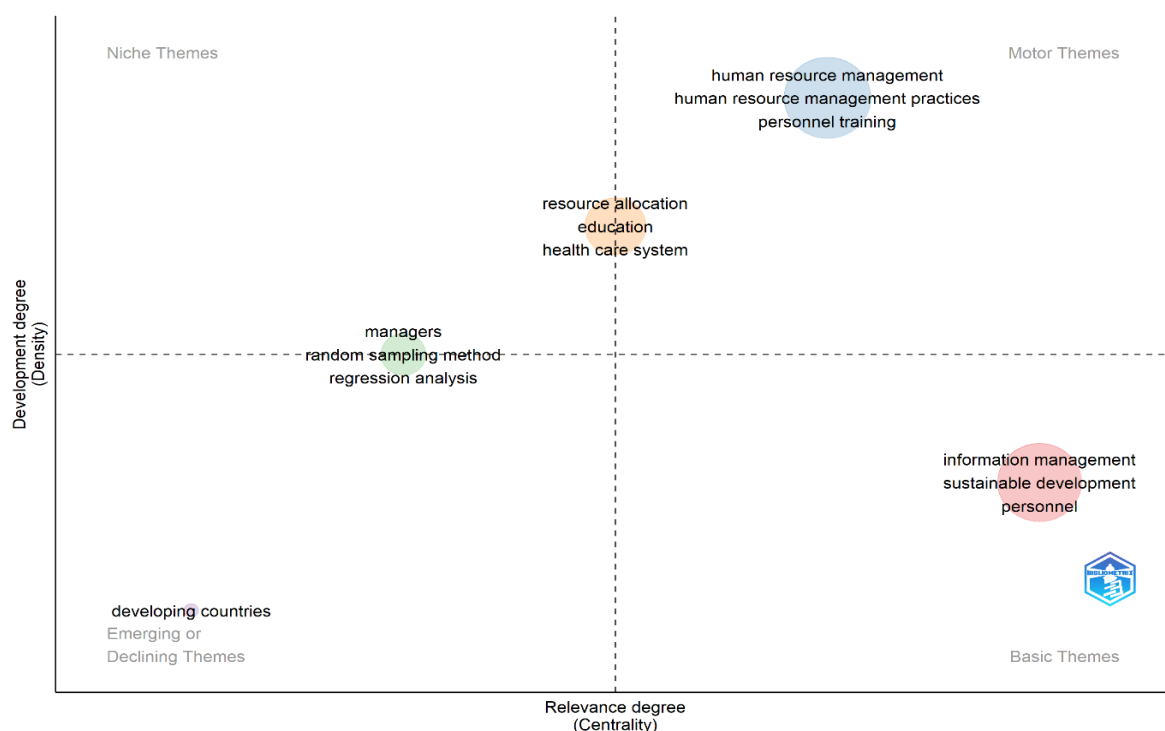


Figure 5. Thematic Map

The figure above displays a thematic map related to Islamic human resource management in Scopus-indexed documents. The map categorizes topics into four quadrants based on their density and centrality. Analysis of the location of topics in the quadrants helps researchers to identify significant and important research trends in the domain of Islamic human resource management, as well as guide the determination of research directions that may be favored in the future.

In the lower left quadrant, there is "Emerging or Declining Themes," which includes topics with low relevance and frequency of occurrence. This indicates that topics such as "developing countries" are receiving less attention in current research.

The upper left quadrant, called "Niche Themes," contains topics that appear frequently, but are considered less important in research. This shows that although topics such as "managers," "resource allocation," "education," and "health care system" are frequently discussed, they do not have a significant impact on research.

In the lower right quadrant, known as "Basic Themes," there are topics that are considered important, although they appear with lower frequency. This indicates that topics such as "information management," "sustainable development," and "personal" have the potential to become more relevant in future research.

The upper right quadrant, called "Motor Themes," contains research topics with high relevance

and high frequency of occurrence. This indicates that topics such as "human resource management," "human resource management practices," and "personal

training" are the main focus of research in the field of Islamic human resource management.

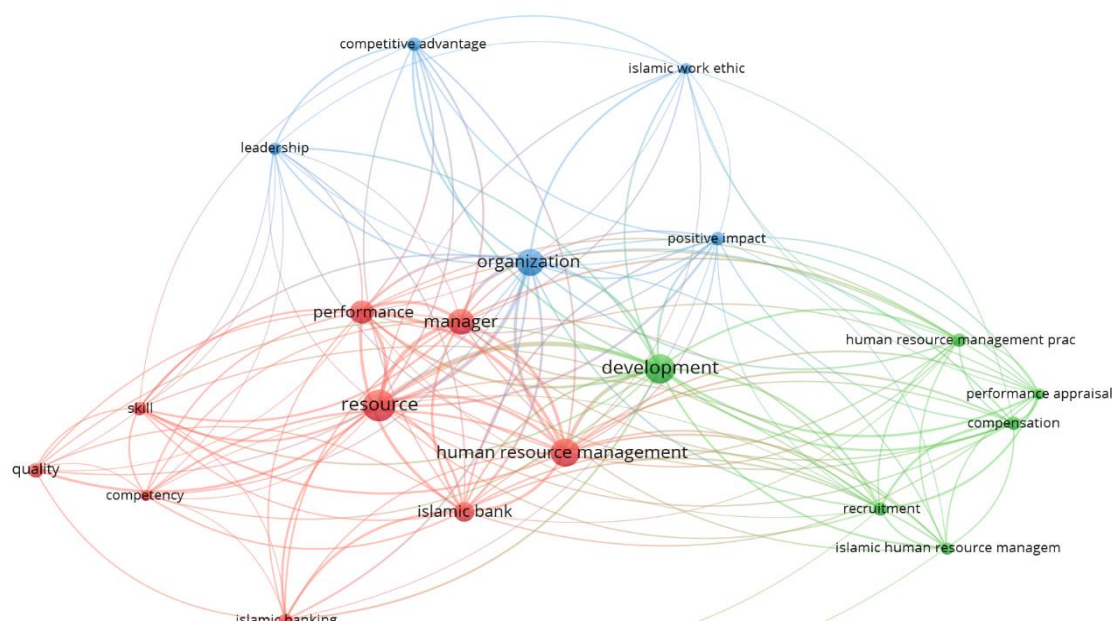


Figure 6. Co-Occurrence Network

The keyword network visualization seen in the figure above presents clusters that represent the relationship between keywords in published articles on the theme of Islamic human resource management. This visualization forms clusters based on the relevance between the keywords. There are three clusters that can be recognized by different colors, and each cluster is connected through a network with other keywords. Each cluster has a corresponding theme, which helps in

grouping relevant research. This network visualization helps researchers and scholars to understand the structure of interrelated research topics in Islamic human resource management literature. These clusters help in organizing and grouping research that has a similar focus or theme, facilitating further analysis and understanding of the topic. Below is a table containing the research clusters.

Table 2. Research Cluster

Cluster	Keywords.	Relevant journals
Cluster 1	- Human resource management - Islamic banking - Manager - Performance - Resource	(Asrar Mirza & Riaz, 2012)(Nienhaus, 2007)(Metcalf, 2007)(A. A. Rahman & Yazid, 2015)(Boone & Özcan, 2016)(Salahudin et al., 2019)(Mohd Ali et al., 2020)(Muttar et al., 2021)(Samidi et al., 2023)(Madanat & Khasawneh, 2017)(Hashim, 2009)
Cluster 2	- Development - Islamic human resource management - Performance appraisal	(Rahman et al., 2013)(Khan & Rasheed, 2015)(Rana & Malik, 2016)(Jouda et al., 2016)(Fesharaki & Sehhat, 2018)(Hasan et al., 2019)(Gordon & Whitchurch, 2007)(Zangouinezhad & Moshabaki, 2011)
Cluster 3	- Competitive advantage - Islamic work ethic - Leadership - Organization - Positive impact	(Kumar & Rose, 2010)(Alhyasat, 2012)(Khan & Rasheed, 2015)(Amilin, 2016)(Javed et al., 2020)(Javaid et al., 2022)

Human resource management has an important role in organizational operations with the aim of facilitating the effective use of human resources to achieve both organizational and individual goals. (Hashim, 2009). The quality of human resources, the dynamics of interactions between individuals, the level of commitment of employees to the organization, the satisfaction they get from work, and the experiences they have, all have a significant impact on organizational productivity, customer service quality, organizational reputation, and survival. (Burke, 2016). The main challenge faced by policymakers in the field of human resource management in Islamic countries is the relevance of approaches adopted from Western cultures (Fesharaki & Sehaki, 2016). (Fesharaki & Sehhat, 2018). All religions teach the value of justice as a universal principle. In the context of Islam, Muslims are encouraged to apply the principles of justice in all aspects of life, both personal and social. (Askari et al., 2014).

Islamic human resource management emphasizes that employees do not only play a role as servants, but are considered valuable assets that must be considered as a strong and dynamic labor resource. (Beekun, 2019). In the Islamic human resource management perspective, it is believed that each individual is capable of identifying his or her personal strengths and fully utilizing them. The principles of Islamic human resource management are designed to better understand the needs and expectations of employees. (Rahman et al., 2013).

CONCLUSION

Islamic human resource management is a concept that combines spiritual and material progress, focuses on individual and collective development, and the welfare of the world and the hereafter. This study aims to examine the development of Islamic human resource management by analyzing scientific literature indexed in the Scopus database. The results showed that in 2017, there was a significant increase in the number of scientific publications, reaching 17 publications. In terms of geographical distribution, Indonesia stood out as the leader with 84 documents of scientific publications. The peak annual average of citations occurred in 2007, with a figure of about 6.2 citations per year. The "Journal of Management Development" is the journal with the highest number of publications, and several prominent authors are associated with this journal, including Loza Adau C

and El Garah W. The main topics in scholarly publications on Islamic resource management involve "Islam", "competence", and "human resource management". In addition, this study identifies research topics based on their density and centrality, and analyzes research clusters connected to several journals through co-occurrence network analysis. It is hoped that the results of this research can contribute to literacy related to the development of Islamic human resource management literature.

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