

## **Review of the Field of Islamic Human Resource Management Research in the Country's Publications Mapping the Structure of Knowledge, Providing a Picture of Conceptual Communication and Suggestions for the Future**



**Asadollah Ganjali**

Associate Professor, Imam Sadiq University, Tehran, Iran  
ganjali@isu.ac.ir

Asadollah Ganjali received his MS degree in Business management & Islamic Thought in 2005 from Imam Sadiq University in Tehran, Iran and his Ph.D. in Human Resources Management from Shahid Beheshti University of Tehran, Iran in 2011. He has been on the faculty of Management as a member of business group since 2006. His research and training interests are human Resources, Performance Management and EHRM. He is the consultant of companies in Iran in the field of HRM.



**Vahid Tarvardizadeh**

Ph.D. Student, Islamic Studies and Human Resource Management, Imam Sadiq University Tehran, Iran

tarvirdizadeh@isu.ac.ir

Vahid Tarvirdizadeh Received His M.A. in Islamic Studies And Business Management in 2018 from Imam Sadiq University of Tehran And is currently a PhD Student in Human Resource Management at Imam Sadiq University. He has been a researcher at The Incubator of Imam Sadiq University since 2019. His research interests are Human Resource Management, Islamic Human Resource Management and Marketing.



### **Introduction and Statement of the Problem**

#### **The State of Human Resource Management Knowledge in the Common International Literature**

What can be deduced from the study of well-known and cited sources in the common knowledge of human resource management, reaching this stage of "maturity" is in the cycle of one's life. So that one can clearly reach a consensus among experts in this field, regarding the main systems and branches of this knowledge. This means that over the decades, a wealth of

knowledge literature has been accumulated by researchers in this field to be able to promote this knowledge to a specific and coincidental framework. These main systems in human resource management include "job analysis and design", "human resource planning", "recruitment, selection and employment", "performance management", "payroll management", "training and development" and "End of service. In the field of organizational behavior management, we can also mention the major areas such as "employee motivation management", "leadership", "conflict management", "diversity management" and "teamwork".

#### **Management of Islamic human resources in the country**

Islamic human resource management must position itself in the current state of human resource management knowledge of the country. The mission of this knowledge is very heavy considering the issues of today and the future of public and private organizations in the country. Therefore, researchers in this field must choose their subject, issue and methodology in their research with high accuracy and intelligence. According to Table 1, it can be seen that this field of interdisciplinary Islamic studies in the country is very young and has distances with the "maturity stage" in its life cycle, and incidentally, it is during this youth and adolescence the skeleton of research in this field must be properly formed.

**Table 0-1: Statistics of Articles in the Field of Islamic Human Resources by Periods**

Number of Articles Published	Time interval
<b>7 Articles</b>	<b>1993-2001</b>
<b>9 Articles</b>	<b>2002-2006</b>
<b>16 Articles</b>	<b>2007-2010</b>
<b>165 Articles</b>	<b>2011-2016</b>
<b>143 Articles</b>	<b>2017-2021</b>

Source: Research Findings

This field of knowledge has many strengths that can increase its speed in its growth and increase its ability to respond to the current issues of the country's organizations. Among the most important strengths, we can mention the existence of authentic and rich Islamic sources, successful experiences and various individual and organizational models of the memory of the Islamic Revolution, the existence of new and original ideas in the sources and also the high relevance of achievements with the culture and intellectual, social and political conditions of the country.

### **Research Goals and Issues**

According to the above descriptions, the priority need in the field of Islamic human resources is research with review methodology which can, by comprehensively studying all the research done during these three decades, regardless of the type and level of research (scientific-research, review, specialized and conference) and focusing on the ideas presented by researchers, it can count and review all the efforts made in this field at once; And from the heart of these statistics, a methodical review and review will provide a comprehensive report on the status of research in the field of Islamic human resources in the country. Such macro-analyzes will lead to a comprehensive understanding, accurate critique, identification of gaps, and purposeful efforts to develop and advance this area of knowledge.

The present study was shaped by such an idea and tried to choose the most appropriate research methodology and strategy to achieve its goal by studying all the methodologies available in review studies. As a result, using the capabilities of the "territory review" method (which will be discussed in more detail in the methodology section) a) to draw the knowledge structure of Islamic human resources. . B) By providing statistical descriptions of the status of journals and publications, methodologies used and conceptualizations in this field, to provide a clear and comprehensive picture of the research conducted so far. C) In the final step, the researchers provided statistical data on the conceptual dispersion status in this field, based on the "human resource management license model".D) In order to clarify and specify theoretical and practical strategies for the intelligent growth and promotion of research in this field with the collection of data obtained.

### **Research literature**

Of all the articles in this field, only one article was completed by Mohammad Habib Rana and Mohammad Shaukat Malik in 2016 (Habiburana and Shaukat Malik, 2016). Using the literature review method, review articles in the field of Islamic human resources written in Latin has identified about 45 articles and provided a summary of the issue, content and methodology of various articles.

### **Research Methodology**

#### **General Classification of Review Methodologies**

In their research, Xiao and Watson classify all methods and techniques of review studies based on purpose into four general categories under the headings of "descriptive, experimental, developmental, and critical." The review methods in the descriptive category are the most common types of methods and are performed with the aim of description. A descriptive review

describes and examines the status of the literature in relation to a "research question", a "thematic area" or a "conceptual area" (Green et al., 2006). As the definition suggests, to choose a research method that fits the research objectives and can answer research questions, it must be searched in the "descriptive" category. In their classification, Xiao and Watson categorize the five methods of review studies as "descriptive": the "narrative review", the "textual narrative composition", the "summary", the "metanarrative", and the "domain review". In the meantime, for the present article, the researchers, considering the goals and problems of the research on the one hand and the characteristics and methodological capacities of each of them, finally found the "scoping review" method as the most appropriate method for conducting the present research and selected and implemented it. In general, "scoping review" can be used to draw a map of the key concepts that underlie a large research area, as well as reviewing the main sources and different types of evidence available in that area of research (Arksey and O'Malley, 2005).

#### Steps to implement "Scoping Browsing"

In their research, Arksey and O'Malley (2005) outline five steps for conducting territory review research, which, after publication, have become the basis for many domain review research conducted by researchers. They suggest five main steps to implement this method (Arksey and O'Malley, 2005):

#### Conducting Research



Figure 0-1: Steps for conducting a scoping review research  
Source: Research Findings

This research seeks to answer the following questions:

1. What is the knowledge structure of the field of Islamic human resource management in Iran?
2. What are the theoretical and practical strategies for the development of research in this field?

Given that the main purpose of territory review studies is to conduct a comprehensive review of published sources around a field of knowledge, based on the purpose of the research, an attempt was made to count and review all Persian published articles in this field. For this purpose, first of all the keywords related to the two main branches of this knowledge, namely human

resources and organizational behavior in the Islamic field, were searched in the databases of "noormags", "ensani", "elm net" and "Civilica". After counting the researchers, to ensure the comprehensiveness of the searches, specialized magazines and journals in the field of human resource management has been identified and completed previous searches by reviewing the individual sites of each of their publications, journals, and published articles from the date of publication until the time of the study. The result of all these surveys was the counting of about 500 titles of articles related to the field of research.

One of the important measures in the next step is to determine the "inclusion criteria" and the "exclusion criteria" (non-inclusion). Inclusion criteria are the criteria for accepting and selecting research to study:

- Articles including scientific-research, review, scientific-professional and conference that have been judged for publication in journals;
- Articles focusing on the management of Islamic human resources;
- Articles that specifically answer research questions.

Exclusion criteria also include criteria for rejecting unrelated research:

- Articles that are not in Persian and published outside of Iran;
- Articles that are outside the scope of research objectives and questions;
- Articles that are not judged.

This step is a fundamental step in conducting a field review research. At this stage, researchers must review all the collected studies and, with their creative power, achieve a structure for extracting key data, analyzing, combining, and interpreting the data (Ritchie and Spencer, 2002). In fact, it is possible to reach a specific structure with a descriptive-analytical method in the "tradition of narration". That is, during the natural process of research, researchers combine the data obtained with their creativity and analysis to come up with a structure to provide a comprehensive account of the state of the field of knowledge under study (Arksy & Omli, 2005).

#### **Introduction of "Knowledge Structure Matrix" of Islamic Human Resource Management**

The structure that the researchers achieved in their final summary to reflect the knowledge structure of Islamic human resource management, is in fact a macro-analytical framework for understanding the layers of knowledge aspects of research, the works and published studies of researchers in this field. The presented structure is in the form of a 4 \* 10 matrix, which is presented in the following matrix (Table 3). This matrix identifies four layers

in its row which indicates the depth of research conducted. The explanation of each layer is given below:

1. Basic studies in Islamic human resources knowledge: This layer, which is the deepest level of studies, includes studies related to philosophy; the foundations, critical approaches, basic frameworks in human resource management, comparative studies of the West and Islam, and fundamental definitions and distinctions.
2. Islamic conceptualizations: This layer includes the presentation of models, theoretical models and conceptual frameworks, components and descriptive characteristics of concepts, as well as redefining the concepts of conventional knowledge of human resource management with an Islamic approach.
3. Conceptual relationship measurement: This layer generally includes the study of the type, extent and manner of relationship between Islamic concepts and conventional knowledge concepts of human resource management.
4. Human Resources Issues in Islamic Countries.

This layer is the most obvious level of research in the field of Islamic human resource management in which researchers try to provide Islamic answers to clear questions. This layer includes frameworks and models of problem solving in institutions and organizations, examining the effective factors in trends and structures, as well as future research topics in Islamic organizations.

Also, the research matrix in its column contains 10 research pieces. . This classification of aspects originates from the fact that this point can be obtained by a macro-study and analysis of interdisciplinary Islamic research. The researchers are not of the same type in terms of purpose, method and resources used and their aspects are different from each other (Latifi, 2011). A review of 340 selected articles led researchers to conclude all the researches can be summarized in 10 researches including "Quranic, narrative, historical (tradition), moral, Islamic revolution, jurisprudential-ijtihad, theoretical, philosophical, quantitative techniques and current needs of the Islamic society".

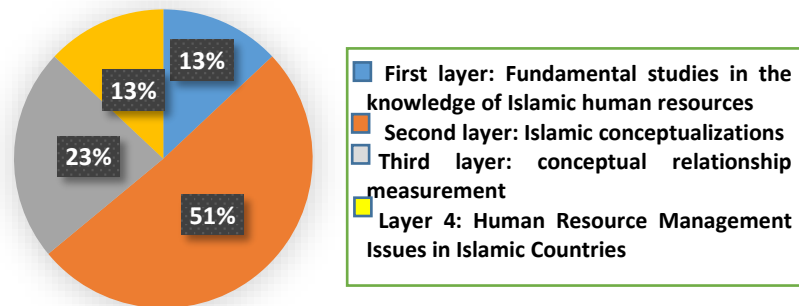
Table 0-2: Knowledge structure matrix in the field of Islamic human resource management

Total	Fourth layer: Human resource management issues in Islamic countries	Third layer: Measuring conceptual relationships	Second layer: Islamic Concepts	First layer: Fundamental studies in the knowledge of Islamic human resources	Layer styles
34 10%	0 0	0 0	25 7/3	9 (Article Title) 2.6 (percentage of total articles)	1. Quranic
32 9%	1 0/2	0 0	26 7/6	5 1.4	2. Validity
6 2%	0 0	0 0	4 1/1	2 0.5	3. Historical (Sira)
14 4%	3 0/8	0 0	10 2/9	1 0.2	4. Ethical
57 17%	8 2/3	2 0/5	44 12/9	3 0.8	5. Islamic Revolution
3 1%	2 0/5	0 0	1 0/2	0 0	6. Fiqh-ijtihad
77 23%	3 0/8	0 0	61 17/9	13 3.8	7. Theoretical
9 3%	0 0	0 0	1 0/2	8 2.3	8. Philosophical
76 22%	0 0	76 22/3	0 0	0 0	9. Quantitative techniques
31 9%	25 7/3	0 0	5 1/4	1 0.2	10. The current needs of the Islamic society
340 100%	42 13%	77 23%	179 51%	42 13%	Total

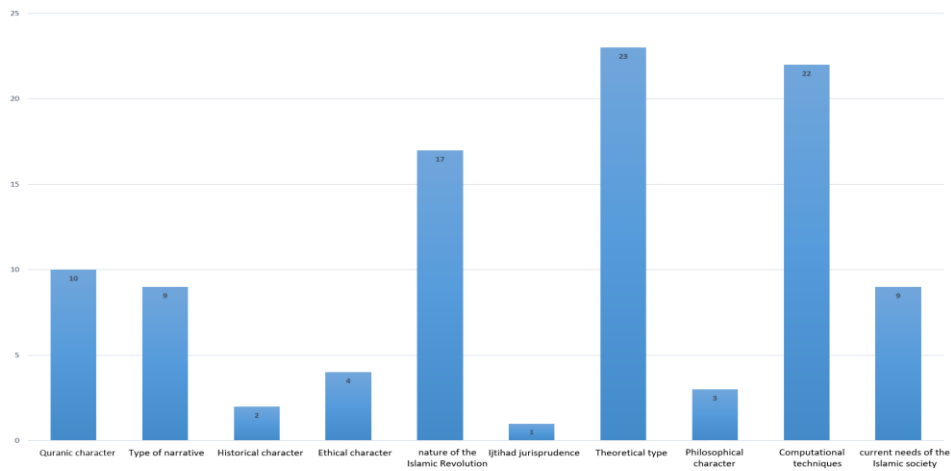
Source: Research Findings

As seen in the matrix, the first layer is "Basic studies in the knowledge of Islamic human resources" and the fourth layer is "Human resource management issues in Islamic countries" with 13% of the total of 340 published articles. They have the lowest number of articles in the field of Islamic human resources. The third layer of the matrix, entitled "Conceptual

Relationships" with 23%, is in the next rank of articles. And the second layer of "Islamic conceptualizations" with 51% and with more than half of the research is in the first place.



**Figure 0-2: How to allocate articles to the four layers of the knowledge structure matrix**  
Source: Research Findings



**Diagram 0-1: Research Categories**  
Source: Research Findings

Also in the column of research categories, in order from highest to lowest, the statistics are: theoretical category 23%, quantitative techniques 22%, Islamic revolution 17%, Quranic category 10%, narrative categories and current needs of the Islamic society both 9%, Moral aspect 4%, philosophical aspect 9%, historical aspect 2% and jurisprudential-ijtihad aspect 1%.



### **Conclusions and Suggestions**

Decades of scientific and research efforts in the interdisciplinary fields of Islamic management in various specialties, scientific and experimental growth of researchers during these decades, welcoming experienced professors and young researchers to new ideas in the fields of Islamic human resource management research, discourse understanding of the field and university and growth Quantitative and qualitative study and research contexts on new fields and areas in the interdisciplinary fields of management and Islam are important factors that have provided the basis for the accumulation of valuable research in the field of Islamic human resource management. Familiarity of students and young scholars with innovative and new Islamic ideas during the study of the Qur'an, narration, interpretation and other Islamic fields, has created deep motivations and roots in them to enter the vast ocean of Islamic knowledge. The accumulation of ideas and research by researchers over the decades has necessitated a comprehensive study that can provide a clear map and picture of structure, conceptual communication, and contextual and methodological information. That is, the same idea and goal that formed the basis of this study.

Numerous and detailed ideas and discussions can be presented about the achievements and results of the present study, but what is included in this field is the suggestion of two basic strategies. First, this field of young knowledge needs to be determined wisely in order to be in the process of forming a thought-action cycle within itself. A cycle that exposes researchers aware of Islamic sources and knowledge to the real issues and up-to-date of the country's organizations. In this researcher's journey, among the sources of answers and the chain of problems, the correct accumulation of knowledge is formed and practical, original and local ideas are produced. Second, experienced professors should deepen and enrich the research methodology literature in this field of knowledge. Among the serious needs of Islamic human resource management in the country is learning and applying the correct methodologies (in terms of accuracy in the implementation process), appropriate (in order to match the problem) and capable (in terms of the power to extract ideas and answers from Islamic sources).