

Management Application of Human Resources Based on Syari'ah at Haji Hospital Medan

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Abstract; This study aims to explain how the concept of human resource management based on syari'ah at Haji General Hospital Medan is. The application of syariah-based human resource management at Haji Hospital Medan has fulfilled Islamic values perfectly (kaffah) and how the top management understanding of Haji Hospital in Medan to the operational function of human resource management based on syari'ah. This research used descriptive qualitative approach. This research was conducted at Haji Public Hospital Medan which is located at Jalan Haji - Medan. The result of the research indicates that (1) In choosing the candidate of employee of the hospital prefers the high integrity employee to induce the practice of syari'ah health service based on the spirit of cooperation and it is inspired by professionalism with adhering to the principle of honesty, truth, justice and responsibility. (2) During the selection process, the hospital asked questions about daily worship such as performing the praying five times, what study forums were followed while at home, and the Koran reading test was conducted. (3) The performance appraisal of employees is based on the standardization policy of basic religious understanding associated with the calculation of work performance. The existence of a policy requires employees to be present in a routine study that is associated with work performance calculations, rewards and sanctions. (4) Training and development of the Hospital is given during the training period while regular training is in the form of training held every once a month which is more religious, such as bilal training. Islamic training activities at the Haji hospital actually get a good response. (5) Employee compensation policy of the hospital is divided into two, namely financial compensation and non financial compensation. Included in the category of financial compensation is basic salary, meal allowance, transportation money and overtime pay and holiday allowance while non-financial compensation in the form of health insurance, occupational safety insurance and career path.

Keywords: Human Resource Management, Islamic law; syariah

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I. Introduction

In Indonesia, most hospitals are owned and operated by central and local governments. Both types of government hospitals affect the management style of each hospital. Central government hospitals refer to the Ministry of Health, while local government hospitals refer to its main stakeholders, regional leaders and local community representatives. As is the case with Haji Public Hospital of North Sumatra Province, hereinafter referred to as Haji Hospital Medan is a local government hospital that implements the pattern of financial management with the principle of Regional Public Service Agency (Law No.44 of 2009 on Hospitals). By becoming the agency, local government hospital is expected to perform its function to provide health services to the community by accentuating productivity, efficiency and effectiveness and able to apply financial management based on performance results so that health services provided to the community are guaranteed quality (Yoga, 2012). But in reality Haji Hospital has a relatively inadequate quality of service when compared with other hospitals. The low quality in the hospital is due to the lack of leadership commitment to the quality and empowerment of employees. This is in line with Mc. Laughlin's findings & Kaluzni in Castle Nicholas G. who stated that the quality improvement of some hospitals as experienced by hospital industry in America is because quality improvement is difficult to reach. Research has shown that quality improvement in hospitals is poorly cared for by individuals. Therefore, top management is the most important person in quality improvement and is responsible for the activities of Haji Hospital in Medan by performing its functions, such as: (1) recruitment (2) selection (3) performance appraisal (4) training and development as well (5) compensation (Cherrington, 1995).

In Islamic law-based human resource management, the selection of employees must be in accordance with the inspired traits of the nature of messenger (Al-Anbiya) or the attributes of the prophets and the Apostles. These traits are: shiddiq (true and honest), trustworthy (responsible, trustworthy and credible), tabligh (communicative), and fathanah (intelligent and wise) (Nawawi, 2012).

To get such employees, the hospital must recruit according to Standard Operation Procedure (SOP). Recruitment and selection activities at it is the task and responsibility of the team and the selection formed by selecting the people who are considered capable and meet the criteria agreed by the Board of Directors and management of the Hospital. Islam has provided eligibility criteria to be elected: (1) Ash-Shalah (Good and Beneficial), (2) Al-Itqan (Stability or Perfectness), (3) Al-Ihsan (Doing the Best or Better Again) (4) al-Mujahadah (hard and optimal work), (5) Tanafus and Ta'awun (Competing and Helping) (6) Observing the Time Value (Ibn Tamiyah).

At the time of the selection process, the hospital asked about aspects of religiosity (Islami) to the candidates, such as performing five-time prayers, what study forums were followed while at home, and the Koran reading test. The management of the hospital asked about the understanding of Islamic candidate during the selection process. As for the problem of performance appraisal, the values considered in Islamic perspective are: fulfillment of promise / obligation, personal responsibility and control, worship, jihad and seriousness, unity, justice, endeavor, truth, transparency, skill and competence cooperation, Productive and perfection. Therefore an employee should work with all their ability, desire, and earnestness to achieve their own perfection and success, social environment, and also for the final day so that they get promotion of position as conducted at Haji Public Hospital Medan is with the increase of position from level of office Lower to one higher level of rank in the same line of position, or over the job line from the lower organizational unit level to the higher organizational unit level at the same level of position. In addition, in promoting employees is also seen from the honesty, loyalty, level of education, work experience, and the initiatives of these employees. However, there are still employees who are promoted but not in accordance with these criteria.

The hospital made a standardization policy of basic religious understanding associated with the calculation of work performance, rewards and sanctions, and applied to employees, including: memorized juz 'amma, memorize daily prayer, understanding of the meaning of pronunciation and the smooth reading of the Koran. The existence of the policy requires employees to attend routine recitation associated with work performance calculation, rewards and sanctions. In addition, the management of Haji Public Hospital Medan externally seeks to help the healing process of illness suffered by patients, especially psychologically so patient and steadfast face disease, strive against disease, keep the spirit or not despair and sure will heal, should always pray and surrendering entirely to Allah SWT, then the Haji Agency Medan provide the manpower or officers. The designated officer at This field is called the Spiritual Section Officer.

Training and employee development at Haji Hospital Medan is rarely done. Because of the training is only given to the employees when the training and training is done when it is needed while the training routine in the form of training held every once a month which is more worship, such as bilal training. Usually training and development of a religious nature is done routinely such as the cult and recitation conducted every once a week and once a month. Because it is expected employees can practice the contents and become a more spiritual person. Islamic training activities at the hospital actually get a good response. All informants thought that when working, not only get a salary but also get supplies in the afterlife. Another reason is to gain knowledge and the opportunity to study the Qur'an to become a more spiritual man. About training and development in an Islamic perspective should lead to an increase of faith in Allah SWT and to increase the knowledge and skills of workers so as to raise their level. Islam not only encourages one to work, but also motivates to do the job well and perfectly (Bachrun, 2014).

Next is the issue of compensation. Compensation or salary in Islamic concept is very different from conventional concept. In conventional terms, compensation is only a reward the employee receives and is worldly while compensation in Islam is more comprehensive because it is not only a worldly reward, but also a reward in the afterlife.

Employee compensation policy the Haji Hospital Medan is divided into two, namely financial compensation and non-financial compensation. Included in the category of financial compensation is basic salary, meal allowance, transportation allowance and overtime pay and holiday allowance while non-financial compensation in the form of health insurance, occupational safety insurance and career path.

From the above description of the current condition of Haji Hospital Medan is to be an objective reality that occurs almost throughout Indonesia, in general they are still faced with complex problems especially related to the independence of institutions to develop the vision and mission institutional. So the competitiveness of the hospital is not enough to talk much in the context of improving the quality of service as well as the tight competition of the business world.

From this problem, the researcher then attempted to find a solution for the effort to reconstruct the managerial weaknesses at Haji General Hospital, which in general is still happening, especially about the implementation of the implementation of Islamic law (syari'ah) based human resource management at the hospital and other factors which can support and hamper the implementation in an effort to improve the quality of service, in the hope that Haji Hospital Medan as one of Islamic hospital managed by SKPD by implementing

the Financial Management Pattern of Regional Public Service Agency (PPK BLUD) will be a center of excellent managed professional.

Observing the above issues, researchers feel interested to examine the Islamic concept of syari'ah-based human resource management that its application at the hospital with the formulation as follows:

1. What is the concept of human resource management based on Islamic law at Haji General Hospital Medan ?
2. Is the implementation of syari'ah based human resource management at Haji Hospital Medan has fulfilled Islamic values in perfect (kaffah)?
3. What is the top management understanding of Haji Hospital Medan on the operational function of human resource management based on Islamic law?

II. Research Methods

1. Approach and Object Research

This research uses qualitative research approach which is descriptive. Object is the location or place of research used to conduct research, which furthermore to obtain data for the preparation of the next. This research was conducted at Haji Public Hospital Medan of North Sumatra having address at Jalan Haji Hospital - Medan estate, 20237 Telp. (061) 6619520, (061) 6619521 Fax (061) 6619519 Website: www.rshajimedan.com Email: rshajimedan@gmail.com info@rshajimedan.com.

2. Types and Data Sources

a) Primary Data

Primary data is the main data source and the fundamental need of this research. Source of data is obtained from the informant by using Snowball sampling that is the technique of determining the sample by determining only one or two people based on the assessment can be used as key informant. Because the researcher wanted more in-depth data, the researcher asked the first informant to show the other person who could be the informant again. Informants selected or determined based on information from previous informants.

b) Secondary Data

Secondary data in this study are various journals, previous research, books, books, magazines, articles, newspapers, internet data browsing, and various personal and official documentation and others related to the research subject about syariah based human resource management.

3. Data Collection Techniques

- a) Researchers observed phenomena relevant to the subject of the researcher, namely the title "Application of Syariah-based human resource management at Haji General Hospital Medan".
- b) Researchers directly go to the field, by asking the informants related "Application of Syariah-based human resource management in Haji General Hospital Medan".
- c) Methods of documentation, Researchers use print media, electronic media as evidence of relevant data.

III. Discussion

3.1 Employee Recruitment at Haji Public Hospital Medan

In the Decree of Director of Haji Hospital Medan of North Sumatera Province Number: 009.18 / SK / DIR / RSUHM / IV / 2013 About Human Resource Management Policy mentioned that what is meant by recruitment of employees at that hospital is covering the search effort of a number of prospective employees who have the requirements and a certain amount so that from them the company can select the most appropriate people to fill vacancies available.

The purposes of employee recruitment at the hospital are:

- a) Provide a pool of prospective employees who qualify for the company.
- b) To determine the company's current and future recruitment needs related to changes in the company, HR planning, job design and job analysis.
- c) Reduce by selecting prospective employees who are obviously not qualified or that are too high the classification to help improve the success of the selection process.

Recruitment procedure at Haji Public Hospital is :

- 1) Head of Sub Division Personnel designing recruitment program by determining the purpose and characteristics of what meet the ideal recruitment.
- 2) Design the schedule of activities.
- 3) Collect resources to get applicants on every condition prospective employees must first apply for work.

At this time employees of Haji Public Hospital Medan with a total of 132 people remaining non civil servants with a total of 476 people and his salary is not accommodated in the regional government finance estimation

(APBD). Lack of specialist and less socialized staff about the existence of Haji General Hospital Medan as SKPD that implement the Financial Management Pattern of Regional Public Service Agency (PPK BLUD). In Syari'ah-based human resource management, "employee selection is a key activity to determine the way an organization is, leaders must be selective in choosing prospective employees. Those who are elected are competent, knowledgeable, Sense of responsibility and trustworthiness" (Abu Sinn, 2012).

The process of selecting candidates for employees by the institutions of today is the development and refinement of selection principles in the early development of Islam. Prospective employees are selected knowledge and technical ability in accordance with the burden and job responsibilities. Rasulullah and Khulafaur Rashidin always apply the principle to not impose duty and responsibility to people who can not bear it (Abu Sinn, 2012).

When the recruitment election falls to the less capable, while there are still more decent and better (from the previous group of people) then this recruitment process is contrary to the Islamic Law (Abu Sinn, 2012). One thing that should not be forgotten is a fair concept that should be considered in recruiting employees. Fair in recruitment means giving equal opportunities to everyone and giving equal treatment to every applicant. Position is given to the more rightful and more competent. Not because of the kinship factor between the two, because the relationship (Mawali) or friendship because of the similarity of the country or madzab, tarikat or tribe (Hakim, 2012).

Recruitment and selection activities at the hospital is the task and responsibility of the team and the selection formed by selecting the people who are considered capable and meet the criteria agreed by the Board of Directors and management of Haji Hospital Medan.

In the context of recruitment in accordance with Islamic values, can be referred to the word of Allah in the letter of Al-Qashash [28] verse 26:

الْأَمِينُ الْقَوِيُّ رَبُّنَا سَتَجَحَّ مِّنْ خَيْرٍ إِنَّ أَسْتَجِرُّهُ يَأْتِ بِإِحْدَاهُمَا قَالَتْ

Meaning: "One of the two women said:" Yes my father take him as a

Man who works (for us), for truly the kindest person you take to work (on us) is

A strong man again can be trusted" (Ministry of Religious Affairs, Al-qur'an and Translation, 2005).

The verse gives an understanding that Islam encourages its people to choose workers or prospective employees based on two dimensions of competence, namely the outward and inward. Outward competence is defined as a force whose understanding can be distinguished or dependent on: the type of work, duty or responsibility that a worker bears. Inner competence can be defined as a trustworthy or honest character and trust, which is one of the main characteristics of the Prophet (s), siddiq.

In Haji Hospital Medan more likely to choose employees who viewed from the inner competence, because in carrying out the job and the duties of the employees are required to be honest and trustworthy. With honesty and trust then all jobs and tasks given to employees can be realized properly and more optimally, because it holds fast to the principles of Islam. But by applying this natural competence is not necessarily perfect, there are some deficiencies in this competency, one of which is less get more competitive employees in the field of work. Trusteeship (amanah) is an important factor that determines the propriety and feasibility of a person to become an employee of syari'ah business institutions. Trusteeship can be understood as the attitude of carrying out all obligations in accordance with the provisions of Allah SWT and subject to His rules. In daily work activities, trust means carrying out the duties that are his best responsibilities according to the procedure, not including the element of deceit, injustice, intimidation, nepotism, or tendency towards a particular group. From the results of interviews on the object of this study can be concluded that in the process of recruitment of employees in Haji Hospital Medan chose to use closed method with more emphasis on moral values (attitude / attitude) and honesty of the employee. Closed method is chosen because it is considered more efficient and selective in choosing employees, and spends a minimal cost than using open methods.

Despite using closed methods that tend to be difficult to find employee achievement in academic and other fields, but the hospital optimistic to get ideal employee to fill the position later, that is honest employees, have high loyalty and responsible for their work. Because in choosing an employee candidate of Haji hospital Medan more priority to employees who have high integrity to preach the practice of Islamic law health services based on the spirit of cooperation and imbued the nature of professionalism by adhering to the principles of honesty, truth, justice, and responsibility.

3.2 Selection at Haji Public Hospital Medan

In the Decision of Director of Haji Hospital Medan of North Sumatera Province Number: 009.18 / SK / DIR / RSUHM / IV / 2013 About Human Resource Management Policy stated that what is meant by the selection of employees at Haji Hospital Medan is basically a series of methods to obtain the right information about Applicants, or is a selecting selection process of a number of applicants, a person or persons who meet the criteria for a particular position.

Objectives of selection find important information from the assessor on the ability of an applicant who can then be compared with job specifications.

Selection procedure at Haji Public Hospital Medan is:

- 1) Head of Sub Division Personnel determine the schedule, methods, materials, and selection testing team.
- 2) Internal sources include existing employees who may be nominated for promotion, assignment or rotation of duties, and former employees who may be employed or recalled.
- 3) External sources include :
 - o Withdrawal through advertising
 - o Withdrawing power through the use of labor agencies.
 - o Recommendations from current employees.
 - o Through schools and colleges.
 - o Unsolicited applicants or in person
- 4) Staff Personnel selects the completeness of administrative requirements in the form :
 - o Application letter is made on seal paper or stamped paper.
 - o Copy of the last diploma along with a transcript of the legalized by the authorized institution.
 - o Copy of ID card.
 - o Pas photo 3 X 4.
 - o Curriculum vitae.
 - o Photocopy of certificate and work experience letter if applicable.
 - o Other necessary administrative requirements.
 - o Furthermore, the calling of applicants by letter / post or phone by the Staff of civil service.
- 5) Head of Sub Division Personnel conduct initial interviews, fill in applicant data and provide information about the selection schedule to applicants. For those who do not meet the requirements or not in accordance with the expected criteria rejected wisely.
- 6) The next stage held the test as follows :
 - o Written tests are a common ability test.
 - o A work-related practice test or work unit that requires (the user). For example: a driver's test for a prospective employee of an ambulance driver or a physical test for a prospective clerk of a security guard.
 - o Interview on the knowledge of Islamic religion accompanied by the test of reading ability of the Koran.
 - o Interview tests on general knowledge, knowledge related to the task field, hospital services, appearance or other tests as needed.
 - o Health tests in the form of general inspection, laboratory and radiology examination.
- 7) Head of Sub Division of Personnel evaluates the test results.
- 8) Head of Sub Division of Personnel makes a list of test results to the Director submitted through vice director of administration and public to be brought in the Board of Directors meeting.
- 9) The result of the Board of Directors' meeting on the selection of acceptance of the employee is approved by the Director by affixing a signature.
- 10) Announced results of selection by letter of announcement signed by the Director (SOP Employee Selection Procedures No. 04/SOP/RSUHM/11/2014).

As the name suggests, the function of this stage is to screen applicants as accurately as possible so that the organization can receive the right people. This process, as well as recruitment, is a very important activity for Haji General Hospital Medan because the results obtained from recruitment do not guarantee that all candidates are recruited in accordance with the organization's expectations of the Hospital. In addition, the selection also does not just mean choosing the right employees seen from the perspective of organization the hospital, but also from the angle of employees who choose the organization of Haji Hospital Medan in accordance with the wishes and expectations. This is important because the performance of a person is not only influenced by the ability he possesses, but also by his attitude towards the organization of it, in the sense of his belief that the hospital entered will be able to realize his expectations which resulted in him happy to work that hospital

In the book of Islamic health service manual of Haji Hospital Medan mentioned that the attitude of greeting is in the rules of morality among employees who also have been taught in Islam. This has been practiced by employees of the hospital, among others, they used to greet assalamu'alaikum wr. Wb. At the time they first met and when they entered the treatment room. As for those who greeted, they are obliged to answer wa'alaikum salam wr. Wb. It is also taught when they use the phone. They also accustomed to initiate all actions by reading bismillahirrahmanirrahim and end with alhamdulillahirabbil'amin reading.

From the results of the study, some qualifications of selection must be met by applicants to pass the selection based on the form of interviews experienced over one year. Haji Hospital Medan is also looking for employees

who can support their work, have the initiative, motivation, creative, have good religious knowledge and look good. In an effort to provide Islamic service, the main qualification is to read the Koran well.

Selection qualification is also mentioned based on interview form used by Haji Hospital Medan. Based on observations in the interview form include qualifications on education, initiative, attitude or appearance, physical health, motivation, home environment, task experience, work experience and religious knowledge. Selection qualification at Haji Hospital Medan according to the opinion of the researcher has been good for example in terms of initiative and creative applicants. Initiative and creative is an important selection qualification because the initiative and creativity can make someone independent in completing each job. The above selection qualifications may not be entirely present in an applicant. Therefore, the selector should give the selective value weights according to the company's priority needs. Without giving the weight of the selection qualification score, the selector will not be able to obtain the applicant from the applicants available. In addition, physical health is also very important in occupying a position, because it is impossible for a person to complete his duties properly if often ill. Education is also an important indicator that reflects a person's ability to complete a job.

Regarding religious knowledge, this qualification is important because Haji Hospital Medan is an Islamic hospital. The predominantly Islamic hospital should be addressed in two ways:

- a. Services, care and treatment (medical)
- b. Religious service and compensation (spiritual)

Therefore, the knowledge of religion is very important, especially the smoothness in reading the Koran, it is to support the service and religious compensation (spiritual) at Haji Hospital Medan. In addition, with the possession of religious knowledge with good will be embedded values, norms of Islamic rules in hearts and beliefs. If the belief in the values of this theory has been strong, it is expected to affect every behavior and actions in life that ultimately morals and life can reflect the values of Islam in accordance with divine rules. Therefore, if morals are able to reflect the values of Islam then the implementation of Islamic health services will be more easily realized. Islamic philosophy sees the initial task that a leader must do is to select the prospective employee to occupy the work posts that have been set. Selection of employees is a key activity to determine the nets of a company (An-nabhani, 2014). Islam has provided guidance on eligibility criteria for eligible employees to choose from. These criteria are (1) Ash-Shalah (Good and Helpful) (Q.S An-Nahl: 97), (2) *Al-Itqan* (Stability or perfectness) (Q.S Al-Baqarah: 263), (3) *Al-Ihsan* (Doing the Best or Better Again) (Q.S. Fussilat: 34 & Q.S. An-Naml: 125) (4) *al-Mujahadah* (Hard work and optimal) (Q.S. Al-Ankabut: 69), (5) *Tanafus* and *Ta'awun* (Competing and Helping) (Q.S. Al-Maidah: 2) (6) Look at the Time Value (Abu Ubayd, 1978).

Selection process Haji Hospital Medan in several years is not too often done, because the management of Haji Hospital Medan slightly takes new workers. Haji General Hospital Medan cannot be said to be selective in the acceptance of workers, because the process of acceptance is done in a closed and indeed is still a relative. Based on the observations, the company takes qualified candidates only for workers who have certain skills. As for the workers who have worked for decades ago the selection process is not even done, with the consideration at that time the company needs workers in large quantities.

At the time of the selection process, the company asked aspects of religiosity (Islami) to the candidates. When the selection at Haji Hospital Medan get questions about daily worship that is done like a five-time prayer, forums of any study that followed when at home, and conducted tests read Alqur'an. The management of Haji Hospital Medan asked about the understanding of Islamic candidate during the selection process.

3.3 Employee Performance Appraisal at Haji General Hospital Medan

In the Decision of Director of Haji Hospital Medan of North Sumatera Province Number: 009.18 / SK / DIR / RSUHM / IV / 2013 About Human Resource Management Policy stated that the performance appraisal at Haji Hospital Medan is :

- a. A program that refers to a formal and structured system those measures assesses and affects job-related characteristics, behaviors and outcomes including attendance.
- b. Before the assessment is determined in advance what should be evaluated by considering the strategic needs of Haji Hospital Medan.
- c. Development of employee performance appraisal planning is done by considering the planning of Haji General Hospital Medan.

The purpose of this performance appraisal is to find out how productive an employee is and whether it can work together or more effectively in the future, so that employees of the hospital and the community all benefit.

The performance assessment procedure at Haji General Hospital Medan:

- 1) Head of Sub Division of Personnel made job analysis to identify criteria :
 - Individual, team or unit criteria
 - Criteria of nature, behavior or outcome.

- Weight criteria.
 - Timing of criteria.
 - 2) Head of Sub Division Personnel determine the correct and valid performance penalty method that is:
 - Assessment is done by the assessed direct supervisor.
 - Assessment is written or filled in a predefined performance appraisal format.
 - 3) Performance appraisal is made in accordance with the attached performance appraisal format.
- An employee should work with all his or her ability, desire, and earnestness to achieve their own perfection and success, their social environment, and also for the day of the end. In Islam there is the concept of *ihsan* (excellence and virtue) related to goodness and something commanded by Allah SWT (Hashim, 2009). The purpose of the general assessment for Haji Hospital Medan is to provide feedback to employees in an effort to improve the appearance of their work and efforts to improve the productivity of the hospital and specifically done in relation to various policies of it to employees such as for promotional purposes, salary increase, Education and training, and others.

Evaluation of the assessment is a feedback to the employee regarding the aspects of performance that must be changed and maintained and the various actions that must be taken, both by the organization and employees in an effort to improve performance in the future.

Haji Hospital Medan made a standardization policy of basic understanding of religion associated with the calculation of work performance, rewards and sanctions, and applied to all employees, which include: memorized juz 'amma, memorize daily praying, understanding the meaning of pronunciation prayers and fluency Reciting Koran . The existence of the policy requires employees to attend routine recitation associated with work performance calculations, rewards and sanctions.

3.4 Training and Employee Development at Haji General Hospital Medan

In the Decree of Director of Haji Hospital Medan of North Sumatera Province Number: 009.18 / SK / DIR / RSUHM / IV / 2013 About Human Resource Management Policy stated that what is meant by training and employee development at the hospital are :

- 1) Development includes both training to improve skills in performing specific work and education to improve general knowledge and understanding of the overall environment.
- 2) In practice it focuses on three things :
 - a. Non-structural training programs to develop skills in doing a job.
 - b. Training and education programs for structural officials to develop managerial skills.
 - c. Programs designed to develop the Section / Field at Haji General Hospital Medan as a unity.

The purpose of training and development in Haji Hospital Medan is to provide benefits to Haji General Hospital Medan in the form of productivity improvement, moral improvement, cost reduction and stability and flexibility (Flexibility) of the hospital which is getting bigger to adjust to changing internal requirements.

The training and development procedures in Haji General Hospital Medan are:

- 1) Personnel Section in cooperation with the Education and Research Section, Section / Other Sector or other party conducting operational training to improve the skills and knowledge in carrying out certain work. The development of operational personnel includes:
 - Training in the workplace.
 - Internship program.
 - Special courses and more.
- 2) Section Personnel in cooperation with the Field of Education and Research, Section / Field of others or other parties to develop the general talent of employees to obtain increased insight and general knowledge. This is done by:
 - Work Rotation.
 - Following seminars.
 - Simulation.
 - Role playing and sensitivity training, and more (SOP Employee Development Procedure No. 09/SOP/RSUHM/11/2014).

Training and development should lead to increased faith in Allah SWT and to increase the knowledge and skills of workers so as to be able to raise their level. Islam not only encourages one to work, but also motivates to do the job well and perfectly (Bachrun, 2014).

Training and development of Haji General Hospital Medan is rare. Because of the training is only given to the employees when the training and training is done when it is needed while the training routine in the form of training held every once a month which is more worship, such as *bilal* training. Usually training and development of a religious nature is done routinely such as the cult and recitation conducted every once a week and once a month. Because it is expected employees can practice the contents and become a more spiritual person. Islamic training activities at Haji Hospital Medan get good response. All informants assume that when

working, not only get a salary but also get supplies in the afterlife. Another reason is to gain knowledge and the opportunity to study the Koran so become a more spiritual person. Islam considers science as the basis for the determination of one's dignity and degree in life. God commanded His Messenger to continually ask for additional knowledge. By increasing knowledge, it will increase the knowledge of a Moslem against various dimensions of life, both world and religious affairs. So that he will get closer and more familiar with God, and improve the ability and competence in carrying out the tasks and the job that abounded (Abu Sinn, 2012). As an Islamic-based hospital, Haji General Hospital Medan also motivates employees with the phrase "To be a great employee do what no ordinary employees do", with this kind of motivation the employee will be serious to do some things that Expected from the company well done while in the environment company and outside the company environment. Haji Hospital Medan realized that someone's ability is different. These different abilities are also required in organizations that are made to collect various skills so that the synergies that are formed will provide quality output results. Behind all these differences, the same objective of Training and Development is to improve the quality of human resources that is honest (siddiq,) trustworthy (Amanah), intelligent (fathanah), capable of softening well (thabligh).

3.5 Compensation in RSU Haji Medan

In Decision of Director of Haji Hospital Medan of North Sumatera Province Number: 001 / SK / DIR / RSUHM / IV / 2013 About Salary Payment Through Bank Services stated that what is meant by employee compensation in the hospital is salary payment by Haji Hospital Medan to Employees of the hospital, where the employees concerned receive salary and overtime wages through bank services, either using an banking card (ATM) or through a bank teller. The purpose of compensation is as a guidance procedure of payment of salary and overtime for employees of Haji Hospital Medan who receive salary and overtime wages through bank services to be on time.

The procedure of giving employees compensation at Haji General Hospital Medan is:

- 1) Staff of the appointed Personnel Division, make a list / data on the amount of salary of employee in triple format with the format stipulated by Syariah-BNI Bank (attached). List of employee salary data created in the form of print out documents and data in the flash disk accompanied by a payment order payroll.
- 2) After the document has been prepared, it shall be subsequently examined and initialed by the appointed Personnel Officers, the Head of Sub Division of Personnel, the Head of General Affair, the Head of the Finance Section.
- 3) Subsequently received approval from Vice Director of Administration and Public by breaking the signature.
- 4) Payroll document, flash disk and payment order are handed over to BNI Syariah Branch of Medan by the designated Office Boy on 28th of every month. If the 28th day coincides with a Sunday or national holiday, then the document is submitted one day in advance.
- 5) The Syariah BNI Bank receives the savings account of each employee in accordance with the payroll.
- 6) Employees receive salary either through banking card (ATM) or through Teller Bank officer.
- 7) Staff Section Officer appointed, making salary slips of each employee. When it has been submitted to the Head of Budget & Treasury Development at the end of each month.
- 8) Head of Budget & Treasury Development Division gives / distributes salary slips to each employee (SOP of Salary and Overtime Payment Procedures No. 11/SOP/RSUHM/11/2014).

Each organization has a different compensation system according to its vision, mission and objectives. Compensation consists of financial compensation (principal pay, performance pay, incentive pay, unearned pay, protection program, non-working hours, and facilities) and nonfinancial compensation (work and work environment) (Simamora, 2012). Compensation in Islamic concept is very different from conventional concept. In conventional terms, compensation is only a reward the employee receives and is worldly. While compensation in Islam is more comprehensive because it is not only a worldly reward, but also a reward in the afterlife (Q.S. At-Taubah: 105). From the explanation above it can be seen that the concept of compensation is the reward that a person receives for his work in the form of material reward in the world (just and decent) and in the form of reward in hereafter (better reward). Thus the concept of compensation in Islam is: First, compensation in Islam is very much related to morals. Second, compensation in Islam is not only material (material or worldly) but penetrates the limits of life, namely dimensionless hereafter called reward. Thirdly, the compensation in Islam is based on the principle of justice. Fourth, compensation in Islam is given on the principle of eligibility (Syafaruddin, 2012). Employee compensation policy Haji Hospital Medan is divided into two, namely financial compensation and non-financial compensation. Included in the category of financial compensation is basic salary, meal allowance, transportation allowance and overtime pay and holiday allowance while non-financial compensation in the form of health insurance, occupational safety insurance and career path. Compensation for Haji Hospital Medan is one to maintain existing employees the hospital, although not the only way to increase employee motivation, so they stay at the hospital. Nevertheless, the authors still consider that compensation is an important factor to retain employees, because like it or not, consciously or uncompensated is an important factor in life that can increase motivation even though it is difficult to satisfy people.

IV. Conclusion

- 1) In choosing an employee candidate, Haji General Hospital Medan prefers employees who have high integrity to preach the practice of Islamic law (syari'ah) health services based on the spirit of cooperation and imbued the nature of professionalism by adhering to the principles of honesty, truth, justice, and responsibility.
- 2) During the selection process, Haji General Hospital Medan asked questions about daily worship such as performing the five daily prayers, what study forums were followed while at home, and the Qur'an reading test was conducted.
- 3) Assessment of employee performance at Haji Hospital Medan based on the standardization policy of basic religious understanding associated with the calculation of work performance, rewards and sanctions.
- 4) Training and development is provided during the training period. Regular training in the form of training held every once a month that is more worship, such as training for bilal (the person has special duty in Islam). Islamic training activities at the hospital actually get a good response.
- 5) Employee compensation policy of the hospital is divided into two, namely financial compensation and non financial compensation. Included in the category of financial compensation is basic salary, meal allowance, transportation money and overtime pay and holiday allowance. While non-financial compensation in the form of health insurance, occupational safety insurance and career path.

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- [19] QS. Fussilat verse 34, and QS. An Naml verse 125 and Muslim HR Truly Allah establishes ihsan over all things "(Muslim)
- [20] QS. Al-Ankabut verse 69.
- [21] QS. Al-Maidah verse 2.
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