A PROPOSED MODEL FOR STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM) AND MOSQUE PERFORMANCE

ASNIDA ABD HAMID[1], NURUL FADLY HABIDIN[2], FIDLIZAN MUHAMMAD[3],

ZAINIZAM ZAKARIA[4] & ALLIA JAAFAR[5]

[1,2,5]Department of Management and Leadership, Universiti Pendidikan Sultan Idris, 35900 Tanjung Malim,
Perak, Malaysia

[3,4]Department of Economic, Universiti Pendidikan Sultan Idris, 35900 Tanjung Malim, Perak, Malaysia

ABSTRACT

This paper reviewed about the Strategic Human Resource Management (SHRM) factors towards the Mosques performance. The SHRM factors determined that suits with the mosques context are selective staffing, extensive training, team empowerment, knowledge and information sharing, and motivation. This paper tends to classify how those SHRM factors can directly or indirectly affect the performance of the mosques specifically in the management scope. In addition, the SHRM factors identified in this are those which related to the context of the mosque. The relationship between structure SHRM and mosque performance is proved by the use of Structural Equation Model (SEM) as recommended. Then, the hypothesis can be generated based on the model of the proposed research and the literature review. It is being shown that the SHRM could improve the mosque performance better to be as a benchmark for others mosque in Malaysia especially and as well as in the world. Moreover, the better organized mosque would lead to increased performance and develop more.

KEYWORDS: Strategic Human Resource Management (SHRM) Mosque Performance, Selective Staffing, Extensive Training, Team Empowerment, Knowledge and Information Sharing, and Motivation

INTRODUCTION

The mosque is formally known as the place of prayer for Muslims. In the right definition mosque is a place of worship for followers of Islam, to perform their prayers (salah). For Muslims they believe that the mosque for them is place of prayers, enlighten, refuge and comfort for communities that buzzing with spiritual blessing, of care and compassion. Back to the Prophets era where the mosque become the most importance management place of the country include government administration, financial, spiritual, law and society welfare. However, seem nowadays the true function of mosques is obligated because of time changing and some of management constraints.

However, to imply the appropriate management, action should be taken from various aspects that one of them is the human resource management. For mosque context, the human resource management applicable are such the recruitment and selection, training, motivation, and retention of the mosque communities.

Human Resource Management (HRM) as define is the development and implementation of system in an organization designed to attract and retain a high performing workforce. Which means that the purpose of HRM is to ensure the people employed by the organization are being used efficiently and effectively as possible and that they are able to contribute towards achieving the organizational goals. Explaining this, the HRM must be strategically planned to have a better organized management of the mosque.

From the mosque context, it is suitable to use the strategic human resource management (SHRM) because it is a proactive management that working with the mosque communities in a collaborative manner to boost retention, improve the quality of the work experience and maximize the mutual benefit of both the communities and the qariah of the mosque. The SHRM broadly defined as an approach that has the goal of using people most wisely with respect to the strategic need of the organization. Therefore, the SHRM used by the organization to acquire and develop this valuable capital (Sani, 2010). The valuable capital meaning here is the communities of the mosques that can be developed in order to improve performance of the mosque. Moreover, by implementing the SHRM in the context of the mosque could enhance the communities' individual performance by the development of commitment from the whole. By applying the SHRM, would create the integration of HRM policy with business goals or objective. In addition, Wan et al., (2002) from their previous study found that the SHRM had a positive impact on organizational especially in terms of commitments.

LITERATURE REVIEW

Mosque broadly understands as a Muslim place of worship for followers of Islam, perform their prayers (salah). However, prayers actually can be offered anywhere as said in the hadith:

"The earth has been made sacred and pure and a mosque for me, so whenever the time of prayer comes for anyone of you, he should pray wherever he is...(Bukahri and Muslim)."

From the hadith above, clearly found that mosques not only be the place of prayers for Muslim as the salah can be perform anywhere. Moreover, understanding the concept of mosque based on Al-Ghazali in the Ihya' Ulumu 'd-Din, means mosque is an institution . It is the source of spiritual and material guidance; it is the hall for worship, the school for knowledge and the centre for literacy pursuits. Strongly attached to the duty of prayers and the rows of worships are more attitudes and traditions which form the essence of Islam. From this statement, found that the mosque could become a place of transferring knowledge of such activity like religious talk or sermon. As looking back to the Prophet Muhammad S.A.W era, where the mosque is their administration centre of the country which is universities, hospitals, observatories, hostels and other institutions grew up around. The mosques have always been at the heart of the Muslim community where it serves as a house of worship, an educational centre, a centre for dispensing valuable social services, a meeting place, and a place for solace and refuge. In relation, mosques can transform as multifunctional institution but in order to achieve it the mosques must have a strategically planned management. The Islamic State Council is responsible for managing the mosque management for each state. However, some of the management is handled by the mosques' communities themselves which related to managing the human capital.

Strategic Human Resource Management (SHRM) is the extension from human resource management which was the core function in handling the human factor in the organization, here is focusing in the context of mosques. This statement supported by Huslid (2003) said that by gathering the people together with the HR practice and policies it strengthen the core of the SHRM. The truth is the term field of SHRM is found that there was a bridge from business strategy to human resource (Wright and Snell, 2002).

Selective Staffing

The term selective staffing is defined as the selection of the most suitable or best qualified. Meanwhile, staffing is a combination of the recruitment and selection. Recruitment is the process of attracting suitable people to apply for job vacancies while selection is the process of choosing a suitable applicant to fill an available job vacancy (Aminudin, 2008). A Combination of both recruitment and selection could refer as staffing as mean to place person in the

organization. Because of recruitment is attracting people with appropriate qualification and selecting is choosing the best from it (Gusdorf, 2000), that had the same mean as selective staffing.

Looking on this paper context, selective staffing could be mean as having the most suitable person to manage the mosques. However, for the mosques in Malaysia, their process of staffing the members begin by the communities held a meeting to select the candidates by approval from the State of Islamic Affairs Department. First, there must be an advertisement about the vacancy for candidates to apply. After that, the panel from the mosque communities select the best matched with their demand. Then, on the interview session they select the qualified one. According Keep and James (2010), there are several things need to be considered in selective staffing. First, who is being recruited (demographic factors), what is being recruited (qualifications, academic background), and how is recruitment and selection is being undertaken (interview). Instead interview, application forms and references also are the three most popular methods used in Europe (El-Kot and Leat, 2008).

The goal for staffing stated by Roselius and Kleiner (2000) is to have the right person for the right job at the right time. In relation to that it is refers as *mujahid* (the fighter) in Islamic perspective because through work or done work in a professional manner, they are contributing to nation together serve to the Creature and mentioned that Muslims have a very high ethics at work of loyalty, locus of control, and committed (Syed and Ali , 2010).

Extensive Training

Training actually refers to the organizational activities which aim to improve an employees' current performance. However, the extensive term could be mean as something broadly related to the context of amount, area or length. In combining these two definitions, explaining that the extensive training is the upgrading or improving the selective training provided matched with the employee's requirement. From the side of Islamic, training mean the self-improvement which is an ongoing struggle within oneself for self-better man in an effort to accomplish better work (Hassi, 2012). It is seen that the extensive training is important to enhance the communities skills or knowledge in order to have better organize intuition so well provide the best practitioner inside.

The training program is one of the core activities that helping in efficiency of the organization. In addition, Malaysian government itself also very committed in education (Hashim, 2001) as well known as training in the working area. Moss (1997) stated that the training is always a day-to-day professional need, because of what will be transferred or displayed on the training program are the application that use everyday by the employees. In such the mosque context, what would be trained or had trained for the communities are the advancement or know-how better in managing their roles as the generator of the institutions.

Wills, (1994) had stated that this effective training needs to have the alignment with the company's business direction and values. In seeing from the perspective of the mosque, that the value they want to achieve are the bless (barakah) from the The Great. The Prophet Muhammad (pbuh) had said that, the action are but by intentions and every person will get that for which they intended. Meaning that the aims of the mosques institution however is regard on having the faith in what they perform. Faoite et al., (2003) stated that the training is one of the key components in HRM that they believed the workers are the organization's wealth creation not as a burden to the company. Agreed by Jameson (2000) found that there is a relationship between recruitment and training because of the level of recruitment affects the level of training. It is clear that the extensive training is beneficial to the organization because besides having the better

performance, it also improves the employees or community involvement in the organization. Moreover, Bedingham (1997) also believed that the training can be a useful tool in helping to resolve significant organizational or management problems. The extensive training clearly found that it is one of the core activities of SHRM which will improve the management because for mosques, there must have a strong organization to well develop their organization as becomes the benchmarking of others.

Empowering Team

The team is two or more people working together and empower mean someone is given the authority power to do something. In addition, empowering team is a management practice of giving the power in decision making related to their working environment. According to Prange (1998) stated that the team empowerment is the process involving, support and encourages employees in optimizing their skills and abilities as an ownership sense of the task given. Looking forward to the mosques context, the empowering team might be as well as the communities working together as a team in pursuing their institution's goals. Chen et al., (2005) supported that empowerment is a delegation or decision making from top management to lower level management to achieve the organization's mission.

There are four dimensions to construct the team empowerment which are potent, meaningfulness, autonomy, and impact (Kirkman et al., (2004). The potency is referring to how effective the team can be, the meaningfulness is the employees feel as care towards their task, while autonomy refers to the freedom to make decision and the impact is to see whether there are contributing to the organization.

From the previous research Spreitzer (1995), Kirkman and Rosen (1999), and Forrester (2000) had discussed that empowerment team will lead employees to; (1) make decisions quickly, (2) getting involved and being motivated to the organization, (3) have positive orientation to the task given, and (4) get greater self-efficacy. These four will then contribute to organization's goal accomplishment. This shows that the empowerment is really an effective tool in improving the organization. Furthermore, Nahavandi and Aranda (1994) supported that the team empowering will improve quality and productivity, having greater flexibility, get simpler job satisfaction and employees' commitment also increase. From the context of mosque management, this team empowerment could be applied as the communities basically have the same background related to Islamic field and yet so far will create the same understanding among team members.

Knowledge and Information Sharing

Knowledge and information sharing is a part of knowledge management which was the knowledge management comprises a range of strategies and practices used in the organization to identify, create, represent, distribute and enable adoption of insights and experience. Supported by Barachini, (2007) stated that knowledge sharing and knowledge management as the process of creating, codifying and disseminating knowledge.

Kumaraswany and Chitale (2011) found that the knowledge to be the most tangible assets in the organization obtained and control and by human beings that was involved the process of exchanging the information. Therefore, knowledge sharing builds a relationship of two parties which are the owner and the recipient, happen to trust (Issa and Haddad, 2007). Knowledge cannot easily be transferred unless there has mutual acceptance from both sides. This situation helps in making the individual's behavior with the readiness to change develop cohesive and innovative teams together with trust in the knowledge sharing process (Xue et al., 2010). Previous research namely Issa and Haddad (2007), Goh and Hopper (2009) had confidently stated that the knowledge and information sharing as the company

strategic competitive advantage because of the it involves in the daily transaction business process that one of the successful challenge is to managing trust and the employees willingness to cooperate.

In the mosque context, knowledge and information sharing would be implemented well since the community is not large and having the same believe in Islamic perception. Instead by training and coaching or mentoring programs, knowledge sharing within mosques organization can be done using their activities like sermon, talk, class and etc. There are several past researches found out the benefits of knowledge and information sharing: (1) improved loyalty, (2) quick decision making, (3) staff movement speedier, (4) high retention, (5) more innovative ideas, (6) improve flexibility in deal with change and responding to crisis, (7) increased capability of control complex activities, (8) high efficiency and effectiveness, (9) enhance of research and development (10) better training programs (Machy and Johnson, 2000, Davidson and Voss, 2002, Erwin and Tiron, 2002).

Motivation

Motivation is one of the factors in SHRM which was among the contributor of the performance. In the mosque context, the motivation is apply for their communities in order to having them better perform in the management so well to achieve the goals and mission. Meanwhile, motivation can be understood is the general desire or willingness of someone to do something. In other hand, the simple word motivation means something that can lead person to act. Daniel (2005), believed that motivation as the psychological forces that determine the direction of a person's level of effort, and their persevering in handling obstacles. According to Tella et al., (2007), motivation is interaction with other cognitive process not just the explanation of behavior. Supported by Dimba et al., (2010), motivation is affected by variety of SHRM practices, including recruitment, training and development, work arrangements, compensation systems and appraisal systems. However, due to mosques context, compensation is not the right motivation approach for the mosques in Malaysia seems that the community are being paid by the State of Islamic District not the mosque institution itself pay for their members. Also being stated by Tella et al., (2007), stated that money is not the only motivator. As normally known that motivation may relates to the pay or tangible reward, however a simple praise such as thank you or nice job are some kind of motivator that make the employees felt appreciated by the management (Daniel, 2005).

Previous research proved that the employees are not only aimed for pay in return or benefit, but somehow they wanted to be valued and appreciated for their work, treated fairly, to have opportunities for advancement and improvement (Teresa et al., 2005). National Association for Employee Recognition/World at Work (2003) reported that there is a strong connection between noncash award and improved job performance.

Table 1: The Types of Instrinsic Rewards by Manion (2005)

Intrinsic Rewards	Explanation
Healthy Relationship	Employees are able to develop a sense of connection with others in the workplace.
Meaningful Work	Employees feel that they make a difference in people's lives.
Competence	Employees are encouraged to develop skills that enable them to perform at or above standards, preferably the latter.
Choice	Employees are encouraged to participate in the organization in various ways, such as by expressing their views and opinions, sharing in decision making, and finding other ways to facilitate participatory approaches to problem solving, goal setting and others.
Progress	Managers find ways to hold employees accountable, facilitate their ability to make headway towards completing their assigned tasks, and celebrate when progress is made toward completing important milestones within a project.

Mosque Performance

Performance is defined as the way in which someone or something functions. Or in the simple understanding terms it is the result from the activities. From the context of mosques, this seems that the performance is in the scope of their efficiency and effectiveness of their management also by the perception and involvement of communities to the mosques. To avoid inefficiency of the management things need to consider is the community members and ideological difference (Hussin, 2013). In addition, Muhammad (2010) found that the performance of the mosque is by being a congregation friendly for all levels and genders. As noted that Assafaah Mosque, Singapore is one of the best mosque because that they recognized their performance by achieving these three aspects which are becoming friendly to the youth, family and communities (Ali, 2005). Apart from that, according to Adil *et al.,* (2013), the mosque are the centers of Muslims' communities in shaping the society by delivering those related service to them.

PROPOSED RESEARCH MODEL

The proposed research model aims to analyze the factors of performance management for Perak's mosques. This model presented in Figure 1. To understand the relationship of SHRM factors and performance improvement in Perak's mosque, the following hypotheses were set up to be tested. According to literature review, these hypotheses will be stated based on numbering system from H1. This style of hypothesis statement is chosen due to the nature of answering hypotheses using structural equation modeling methods.
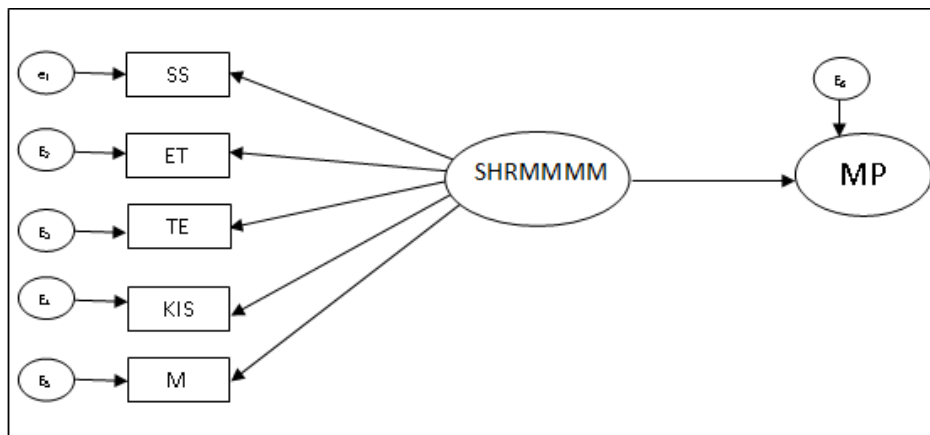

Figure 1: Model of the Study

Note: SS=Selective Staffing, ET=Extensive Training, TE=Team Empowerment, KIS=Knowledge and Information Sharing, M=Motivation, SHRM=Strategic Human Resource Management, MP=Mosque Performance.

Research Hypothesis

H1: There is a positive relationship and direct significant relationship between SHRM factors and performance of mosques in Perak.

Methodology of the Study

Generally, the management of mosque in Malaysia were under the own state Majlis Agama Islam. In Perak state, the management of mosque is subject to Enakmen Pentadbiran Agama Islam 1992, Majlis Agama Islam dan Adat Melayu Perak with the approval of Sultan. There are 10 divisions in Perak that contains 620 mosques until year 2011. All of these mosques are divided into 17 coordination centers and managed by 17 management officers.

Structural Equation Modeling techniques was utilized to perform the requirement statistical analysis of the data from the survey. Exploratory factor analysis, reliability analysis and confirmatory factor analysis to test for construct

validity, reliability, and measurements loading were performed. Having analyzed the measurement model, the structural model was then tested and confirmed. The statistical Package for the Social Sciences (SPSS) version 17 was used to analyze the data description such as mean, standard deviation and frequencies. Structural Equation Modeling (SEM using AMOS 6.0) will use to test the measurement model.

CONCLUSIONS

The aim of this study was to determine the factors of Strategic Human Resource Management (SHRM) for the mosque. With these factors implemented, hoping that it will lead to a better mosque management and will be beneficial to everyone including the mosque communities and the organization as a whole. Apart from that, besides having proper management together with the bless form Allah S.W.T.

However, there seems not a bunch of studies related to the SHRM of mosque context. Most of the related studies focus on others aspects such as financial, managing fund, structural of the mosques and etc. The purpose is to find out that there will have relationship between SHRM and mosque performance to be implement in the mosque all over Malaysia. Based on the previous studies and proposed research model, the hypothesis had been constructed. The next step of this study is to design a questionnaire, which will be used for data of pilot study collection in mosque.

ACKNOWLEDGEMENTS

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