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ISLAMIC HUMAN RESOURCE MANAGEMENT STRATEGIC PLANNING, PRACTICES, COMMITMENT, AND ORGANIZATIONAL PERFORMANCE OF BANGSAMORO REGION

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Abstract:

The study's primary goal was to develop a causal model that best links the employees' views on Islamic HRM principles, practices, and work engagement, as well as to determine which variables influenced organizational performance. Researcher-made survey instruments were used to implement descriptive-correlational and causal-comparative study designs. It was done in the Bangsamoro region and included 537 regular employees from different ministries using stratified random sampling. To interpret and analyse the data, the mean and standard deviation, Pearson Product-Moment Correlation, multiple regressions, and the structural modelling equation were employed. The study results show that the respondents in BARMM have a high level of agreement in their assessment of Islamic human resource management practices. The findings emphasize the considerable impact of Islamic principles and values on the implementing of human resource management (HRM) strategies. Moreover, the research reveals a positive perception among participants in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) regarding the efficacy of strategic planning and Islamic HRM practices concerning HRM policies, workplace dynamics and work environment, and leadership qualities. However, there are areas for improvement, particularly regarding HRM policies, which need further clarification and consistency. A strong positive relationship between work engagement, Islamic human resource management practices, and strategic planning with organizational performance in BARMM was also noted. This study suggests that employee engagement is a key driver of organizational productivity, and aligning HRM policies with Islamic values and principles can enhance organizational productivity. The study also highlights the potential social benefits of implementing Islamic human resource practices in organizations and society.

Keywords:

Structural Model on Organizational Performance, Strategic Planning, Islamic Principles, Work Engagement, Human Resource Management, Bangsamoro Autonomous Region in Muslim Mindanao

Introduction

In 2019, the creation of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) under Republic Act 11054 or the Bangsamoro Organic Law has been a milestone between the Philippine Government and the Moro Islamic Liberation Front (MILF) in seeking lasting peace in Mindanao. Through BARMM, the aspiration of the Moro people has been legitimized and given a more relevant means to become relevant in terms of the development spectrum (Bangsamoro Government, 2019).

Additionally, with the creation of BARMM in 2019, 4,000 officials and employees were employed in the different ministries, many of whom are new in the government, hence the need to capacitate the human resource so that they will be fully developed and be part of a competent and professional workforce” (Bangsamoro Government, 2022). The creation of BARMM has led to significant improvements in Philippine politics and governance by focusing on developing human resources at the local level, however, there are still areas where the government needs to improve its efforts to build capacity in the region, specifically, a more organized and long-term strategy for human resource development is necessary.

According to the Common Framework of the Human Resource Development Plan in BARMM, it is emphasized that everyone serving as an official or employee within the Bangsamoro Autonomous Region in Muslim Mindanao is considered an asset or resource. Everyone should be nurtured, enhanced, and effectively utilized to contribute to the provision of public services, all while being guided by the principles of moral governance.

Researchers have shown considerable interest in the influence of Islamic values on management in the past 20 years, as indicated by Toumi et al. (2023). However, limited research has been conducted on the influence of these values on human resources management. Harrison (2011) reports that Islam has a distinct capability to impact the culture of its adherents. Islam is not just a religion, it encompasses an entire way of life, including business and economics. With a population of 1.8 billion people in 2015, Muslims constitute the majority in 57 countries worldwide (Esposito, 2011).

Abbazi and Zarqan (2019) suggest that incorporating Islamic principles in human resource management (HRM) can be effective in addressing the challenges faced by institutions and organizations. They propose that these principles can help resolve issues related to training, knowledge, leadership, attitudes, and professional skills required for productive careers and a functional role in society. Nasution (2019) conducted a study on 34 Indonesian organizations to explore the impact of incorporating Islamic values and fostering work discipline on the performance of Muslim employees. The results indicated a significant positive correlation between these practices and employee performance.

Similarly, Saban et al. (2020) examined the relationship between Islamic work ethics, skills, compensation, work culture, and job satisfaction among hotel employees in Indonesia. By surveying 345 employees from 20 hotels, the researchers found that Islamic ethical values exerted a positive influence on employee satisfaction. While Khalid et al. (2020) investigated the implementation of Islamic HRM practices in Pakistani organizations and observed that while these practices are crucial, they are rarely formalized. Exploring the functions of Islamic HRM, Chowdhury et al. (2019) identified eight core areas, including HR planning, recruitment, selection, orientation, performance appraisal, training and development, compensation and benefits, and career development. The authors proposed that adhering to Islamic principles in these functions can ensure the availability of a capable, dedicated, sincere, and ethical workforce committed to maximizing stakeholder interests.

The literature suggests that incorporating Islamic principles in human resource management can help address challenges faced by institutions and organizations. However still, there is a gap in understanding the influence of Islamic values on human resource management. For BARMM, which adheres to Islamic principles and values in its governance, incorporating Islamic HRM practices can prove helpful in dealing with the challenges faced by national institutions, such as inefficiency, misuse of authority, and social divides. The lessons learned from the failed experiment of the Autonomous Region in Muslim Mindanao (ARMM) highlight the need for BARMM to solidify its foundation in human resource management. Furthermore, BARMM, being a newly created organization, must focus on strengthening its HRM practices.

Literature Review

The model used to link HRM with organizational performance is derived from Paauwe & Richardson's (1997) work, which posits that HRM outcomes mediate between HRM activities and organizational performance. Boselie et al. (2005) have blended the theories of contingency, resource-based view, and AMO to create an overarching theory of HRM, upon which the proposed model is based. The contingency theory suggests that external factors can influence the relationship between HRM policies and organizational performance. At the same time, the resource-based view contends that HRM policies can directly impact employee characteristics such as skills, attitudes, and behavior, resulting in improved organizational performance (Boxall & Steeneveld, 1999).

The AMO (Ability-Motivation-Opportunity) perspective, as discussed by Purcell et al. (2003) and Lepak et al. (2006), suggests that an organization's HRM system can influence employees' ability to perform, motivation to perform, and opportunity to perform, which can subsequently impact their skills, attitudes, and behavior. In line with these theories, this study hypothesizes that Islamic HRM policies may influence organizational performance indirectly through Islamic HRM outcomes. The philosophy of the Islamic perspective is that HRM policies encompass mediating changes in employees' abilities, motivations, and opportunities to participate that positively influence organizational performance (Boselie et al., 2005; Purcell & Hutchinson, 2007).

Furthermore, it is suggested that employee retention and presence can have a positive impact on organizational effectiveness (Boselie & Paauwe, 2001). Thus, the study hypothesized that the enhancement of Islamic HRM outcomes acts as a mediator in the association between Islamic HRM policies, strategic planning, work engagement, and organizational performance.

The direct effect of Islamic HRM policies, strategic planning, and commitment on organizational performance may also be present, implying a positive relationship between these variables (Katou & Budhwar, 2007).

Finally, it is essential to note that organizational level controls, such as size, capital intensity, industry, and union intensity, may influence the adoption of Islamic principles and values in HRM policies, and may impact HRM outputs and organizational performance (Paauwe & Richardson, 1997; Huselid, 1995). Therefore, the study suggests that the whole process of Islamic HRM may be moderated by organizational level controls.

In conclusion, this study asserts that Islamic HRM (through strategic planning and Islamic HRM practices) plays a significant role in achieving meaningful and lasting commitment, alongside the goal of improving organizational performance in the Bangsamoro region. The theories of contingency, resource-based view, and AMO support the study's variables by suggesting that HRM policies can directly impact employee attributes, which subsequently translate into improved organizational performance, and that external factors and organizational level controls may influence the relationship between HRM policies and organizational performance.

Objectives

The general purpose of this study is to develop a structural model of the significant influence of Islamic principles and values on Human resource management, strategic planning, and practices on the organizational performance of Bangsamoro region from 2019-2022. Specifically, this study sought to: (1) describe the level of assessment of the participants on the Islamic human resource management in BARMM in terms of: intention (Nya); forever mindful of the Almighty God (Taqwa); kindness and care while feeling the presence of God (Ihsan); justice (Adl); trust (Amana); truthfulness (Sidq); conscientious of self-improvement (Itqan); sincerity and keeping promises (Ikhlas); consultation (Shura); and patience (Sabar); (2) measure the level of assessment of the strategic planning and Islamic HRM practices in BARMM; (3) determine the participants' level of assessment of work engagement in BARMM; (4) ascertain the participants' level of assessment of the organizational performance in BARMM; (5) Correlate organizational performance and Islamic principles and values in Human Resource Management, Strategic Planning, IHRM practices (Islamic recruitment and selection, Islamic training, and Islamic compensation), and work engagement; (6) identify which variables have a significant influence on organizational performance; (7) develop a model that best explain organizational performance in Islamic Human Resource Management.

Research Design

This study used descriptive correlation and causal-comparative research design. The data gathered was analysed quantitatively. The approach used was appropriate for the goals of the research since it sought to offer a thorough description and assessment of the relevant components. In particular, the technique enabled the examination of the respondents' views on Islamic principles and values in HRM, strategic planning, and IHRM practices, with employee engagement serving as a moderating variable. Multiple regression analysis was used in determining variables that predict employee performance. The research tool that is most frequently utilized is regression analysis. It enables researchers to examine connections between independent and dependent variables in their most basic form. Furthermore, this study developed a casual model that best links the employees' views on Islamic human resource management principles, practices, and work engagement toward organizational performance.

Johnson and Wichern (2014) explain that the process of causal modelling encourages researchers to consider the possibility of other relationships between concepts that were not initially considered. Causal modelling represents multiple relationships in which the causal connection between several variables is examined simultaneously.

Research Setting

This study was conducted in the Bangsamoro Region in Muslim Mindanao (BARMM). Bangsamoro, officially the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), is an autonomous region located in the Southern Philippines consisting of the provinces of Basilan, Lanao del Sur, Maguindanao, Sulu and Tawi-Tawi with Cotabato as its regional centre along with the 63 barangays in the Cotabato area.

The Bangsamoro replaced ARMM as the only Muslim-majority autonomous region in the Philippines. Currently in transition until 2022, the Bangsamoro government has been considered a testing ground for the broader debate on constitutional reform and federalism in the Philippines.

During the formal handover of power from the previous Autonomous Region in Muslim Mindanao to the following Bangsamoro regional government in February 2019, the current BARMM Chief Minister, Murad Ebrahim, appointed his first cabinet members. The Bangsamoro Organic Law mandates that the Cabinet include at least one female member.

Participants and Sampling Procedure

The participants of this study are regular employees of the different ministries of BARMM, regardless of their gender, ethnic affiliation, marital status, rank or position, and salary, as long as they are regular employees who serve for at least two to three years and above in the ministry. Stratified random sampling was employed in determining the participants from different ministries of BARMM. This sampling method was essential for this study as it helped increase the results' validity, and reliability.

The first stage in achieving the target number of participants was determining which ministries were affiliated with BARMM. As a proportion of the overall population, BARMM has 9,195 people working for it. Ministry of Agriculture, Fisheries, and Agrarian Reform (MAFAR) has 485 employees, the Ministry of Basic, Higher, and Technical Education (MBHTE) has 876 employees, the Ministry of Environment, the Natural Resources, and Energy (MENRE) has 654 employees, the Ministry of Finance and Budget and Management (MFBM) has 655 employees, the Ministry of Health (MOH) has 964 employees, the Ministry of Human Settlements and Development (MHSD) has 546 employees, the Ministry of Indigenous People's Affairs (MIPA) has 186, the Ministry of Labor and Employment (MOLE) has 623, the Ministry of Interior and Local Government (MILG) has 747, the Ministry of Public Order and Safety (MPOS) has 235, the Ministry of Public Works (MPW) has 946, the Ministry of Science and Technology (MOST) has 546, the Ministry of Social Services and Development (MSSD) has 766, the Ministry of Trade, Investment and Tourism (MTIT) has 421, and lastly the Ministry of Transportation and Communication (MOTC) has 545. Participants in this research were restricted to only being full-time, regular workers who had at least two (2) to three (3) years of service under their belts.

The second step, from the total population, a sample size of 383 was obtained using Slovin's formula. By making use of the formula, a desired degree of accuracy was done by the researcher

to take a sample from the population. Slovin's formula is used to calculate an appropriate sample size from the population since it's impossible to survey every member of the population because of money and time. It is also used if the researchers have no idea about the population's behaviour. If the population to be sampled has evident subgroups, Slovin's formula could be applied to each group instead of the whole group. Considering this study, if there are 9,195 employees in the 15 ministries of BARMM, a single survey may not provide the data required, whereas sampling each group would provide more accurate results (Ellen, 2020). However, due to the availability of time and the high interest of the employees to be part of this study, the principal investigator was able to retrieve five hundred thirty-seven (537) questionnaires. In addition, the respondents who participated in the pilot testing of the study were excluded from the final conduct of the data-gathering.

Research Instruments

The responses from the survey questionnaires served as the sole data of the study. This was to assess the level of awareness of the Islamic principles applied in human resource management, strategic planning, and IHRM practices, work engagement, and employee organizational performance. Each of the variables has a distinct instrument. This research utilized the survey questionnaire as the primary tool in gathering the needed data and information. Using a 5-point Likert scale, a 95-item survey questionnaire was answered by the participants by rating the degree of agreement or disagreement with the statement.

This self-made questionnaire is consisting of four (4) parts, as follows: Part I- Level of Assessment on Respondents' Human Resource Management in terms of Islamic Principles with fifty (50) item statements on the Islamic Principles observed in Islamic Human resource management; Part II- Level of Assessment on Respondents' Strategic Planning and Islamic HRM Practices with five (5) items on strategic planning and ten (10) items on Islamic practices; Part III- Level of Assessment on Respondents' Work Engagement with five (5) items on Vigor, five (5) items on the dedication and five (5) items on absorption; and lastly Part IV- Level of Assessment on Respondents' organizational performance with fifteen (15) items on organizational commitment and productivity.

Data Gathering Procedure

Ethical manners and standards are highly considered in the conduct of research. To guarantee an orderly and systematic flow of data collection, the researchers were given approval from the Dean of the School of Business, Management and Accountancy to the Chief Minister of BARMM and the ministers of the fifteen (15) ministries of BARMM to allow the researcher to administer the survey questionnaire.

It should be noted that the principal investigator has no conflict of interest in any form with a sponsor, co-investigators, or the study site. In conducting the study, the researcher observed the ethical guidelines set by the University Ethics Review Committee.

When approval and permission were granted, gathering of data took place immediately. Before distributing the questionnaire, the researcher gave a short orientation in which they explained the study's goals, stressed the need for the participants' complete involvement, and asked for their honest responses. To ensure maximum retrieval, the researcher personally distributed the questionnaire to the respondents with the help of other office staff, which made the data gathering fast and easier.

The investigator placed emphasis on the participants' voluntary participation, and that they may withdraw from taking part in the study without any costs. It is completely up to the individual whether to participate in the study. Those who chose to participate were informed of their rights to privacy along with an informed consent form to ensure confidentiality and complete anonymity.

There are no physical risks involved as they only need to provide their answers in the survey questionnaire. Once finished, the questionnaires were retrieved, and the participants received reimbursement equivalent to their involvement in the study. They were also reminded that all data collected was treated with absolute confidentiality and only used for academic purposes. Though it may not benefit the participants directly, the study certainly benefits the institution in assessing employees and leaders to encourage development programs. It may also form the basis to embed in their respective units/departments/ministries' appropriate interventions such as spiritual constructs to serve the Bangsamoro community better and serve as evidence to support the significance of practicing Islamic HRM and strategic planning to boost commitment and organizational performance among personnel, workers, and employees. This is important for the officials to be guided by Islamic values and principles for the delivery of excellent services to the stakeholders and the Bangsamoro community.

When all accomplished questionnaires were retrieved, data were collected, tallied, and subjected to the appropriate statistical treatment for analysis and interpretation.

Validity and Reliability of the Instruments

The content validity of the survey questionnaire was carried out by three (3) chosen experts in constructing survey tools of research, and higher authorities in the field of education for analysis, recommendations, and enhancement of the questionnaire. The validity of a questionnaire can be established using a panel of experts who explore theoretical constructs. Likewise, an analysis using a Cronbach Alpha method ranging from 0 to 1.0 was applied to review the internal consistency where 0 represents an unreliable questionnaire while a reliable questionnaire has a range of 1. A reliability coefficient (alpha) of 0.70 or higher is considered acceptable reliability in SPSS (Statistical Package for Social Science, by HBM Incorporated).

The reliability of the survey questionnaire was pilot tested using thirty (30) selected participants who were not included as sample participants in the study. After the pilot testing, the results were sent to the Research Office for reliability testing using Cronbach's Alpha. The first variable – Islamic Principles and Values in Human Resource Management, has a Cronbach's alpha of 0.972. The second variable-Strategic Planning and Islamic Human Resource Practices, has a Cronbach's alpha of 0.965. The third variable- Work Engagement, has a Cronbach's alpha of 0.953. And the fourth variable- Organizational Performance, has a Cronbach's alpha of 0.956. Therefore, the reliability test interprets all variables reliable.

Result and Discussion

Based on the results, there was a general agreement among respondents on the quality of BARMM's Islamic human resource management practices when asked about the issue of how well such procedures measure up to participants' ideals. The research evaluated the degree of intent, Taqwa, Ihsan, Adl, trust, honesty, Itqan, consultation, and patience in Islamic human resource management practices in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). The results showed that respondents were generally agreed with BARMM's Islamic HRM practices, suggesting that HRM is profoundly influenced by Islamic principles

and values. Respondents agreed that encouraging Islamic values like Taqwa, Ihsan, Adl, trust, honesty, Itqan, consultation, and patience would help foster an environment where employees would act ethically and take responsibility for their actions in the community.

For the participants' level of assessment of the strategic planning and Islamic HRM practices in BARMM in terms of HRM policies (Islamic recruitment and selection, Islamic training, and Islamic compensation), workplace and environment; and leadership, results show that the overall mean score for the 15 items is 4.0279, indicating that the respondents often observed the strategic planning and Islamic HRM practices in BARMM related to HRM policies, workplace and environment, and leadership. However, there is variability in the respondents' level of agreement, as shown by the standard deviation for each item. The study found that employees in BARMM have a positive perception of the Islamic HRM policies, particularly the fair and reasonable compensation policy. However, some areas need improvement or further clarification. The study highlights the importance of adopting Islamic HRM practices to enhance employee trust and engagement. The participants also have a positive perception of the workplace and environment in BARMM, particularly in terms of effective communication, organization of work, and encouragement of teamwork. However, there is a need to create a more consistent and clear organizational culture to improve employee motivation and engagement. The study also found that the participants have a positive perception of the leadership in BARMM, particularly regarding the systems and processes in place to identify and develop the next generation of leaders and ensure leadership transitions. However, there is a need to clarify HRM policies and provide consistent and effective leadership development and transition processes. Overall, the study's findings suggest that there is a positive perception of the strategic planning and Islamic HRM practices in BARMM. Still, there are areas for improvement in terms of HRM policies, workplace and environment, and leadership.

Regarding the Participants' level of assessment of work engagement in BARMM in terms of Vigor, dedication, and absorption. The overall mean score of 4.031913 indicates that the respondents often practiced work engagement related to these dimensions in BARMM. Statement 11 received the highest mean score of 4.4674, indicating that respondents often practice maintaining a harmonious relationship and diffusing conflicts in the workplace. The results also suggest that the participants have a positive level of work engagement in maintaining a clean and organized workplace, feeling safe, and feeling connected to the organization. The findings suggest that workplace factors such as maintaining a harmonious relationship and a clean and organized workplace can contribute to increased work engagement among employees in BARMM. However, the standard deviation for each item indicates some variability in the respondents' level of agreement, suggesting that there may be some areas for improvement in terms of increasing work engagement across all indicators. Nonetheless, the high mean scores indicate that the participants were highly engaged in their work in vigor, dedication, and absorption, which could contribute to increased productivity and organizational success.

For the participants level of assessment of the organizational performance in BARMM in terms of organizational commitment and productivity. Overall results indicate that the participants had a positive perception of the organization's performance, with a "Very Satisfactory" rating. The items related to organizational commitment and productivity received high mean scores, suggesting that the participants were willing to put in extra effort, had a high level of loyalty, and were involved and committed to their work. However, some items related to organizational commitment received lower mean scores, indicating that the participants were not willing to

accept any type of job assignment to keep working for the organization, they could quickly work for a different organization, or they may leave the organization if present circumstances change. The standard deviation for the productivity factors suggests a high level of agreement and alignment. In contrast, the standard deviation for organizational commitment factors suggests a greater diversity of opinions and attitudes toward organizational commitment. The study's findings are consistent with previous research highlighting the importance of organizational commitment and productivity for overall organizational success.

On the other hand, the study found a strong positive correlation between organizational productivity (OP) and work engagement (WE) with a correlation coefficient of 0.859, indicating that when employees are highly engaged in their work, they are more likely to be productive. Additionally, significant positive correlations were found between OP and several Islamic values and principles, including Amana ($r= 0.787$), Strategic Planning in Human Resource Management (SPHR) ($r= 0.711$), Shura ($r= 0.720$), Adl ($r= 0.695$), Sabar ($r= 0.699$), Nyat ($r= 0.694$), and Ihsan ($r= 0.684$). However, weaker correlations were found between OP and some of the other Islamic values and principles, such as Taqwa ($r= 0.240$) and Ikhlas ($r= 0.498$). According to the findings, HRM practices that align with Islamic values and principles like integrity, trustworthiness, consultation, justice, patience, intention, and kindness can help improve organizational productivity in BARRM. The necessity of implementing human resource management strategies that are under Islamic beliefs and principles is highlighted by these results, consistent with earlier studies on the positive relationship between work engagement and productivity.

Furthermore, the study conducted a multiple regression analysis to identify the independent variables that best predict organizational performance in BARRM. The equation derived from the analysis shows that several factors significantly influence organizational performance, including NYAT, TAQWA, IHSAN, ADL, AMANA, SIDQ, IKHLAS, SHURA, Strategic Planning, and Work Engagement. The analysis results indicate a strong positive relationship between organizational performance and NYAT, AMANA, and SHURA. At the same time, TAQWA, ADL, and SIDQ have a strong negative relationship with organizational performance. The regression model is statistically significant, with an F-value of 168.749 and a p-value of 0.000, indicating that the model can explain a substantial proportion of the variance in organizational performance. These findings reject H02 that none of the independent variables significantly influences organizational performance. The analysis results are consistent with previous research that has identified the importance of various factors in influencing organizational performance. The study highlights the potential social benefits of implementing Islamic human resources practices, such as promoting cooperation, teamwork, and harmony in organizations and society.

Additionally, the study used a structural equation modelling (SEM) analysis to examine the relationship between Islamic human resource management and organizational performance. The results of the SEM analysis showed that five Islamic principles, namely Nyat, Ihsan, Amana, Shura, and Work Engagement, were positively related to organizational performance. In comparison, Taqwa, Adl, Sidq, Itqan, and Strategic Planning, were negatively associated with organizational performance. The beta coefficients revealed that Work Engagement had the highest positive relationship with organizational performance ($\beta = 0.688$), followed by Nyat ($\beta = 0.255$), Amana ($\beta = 0.333$), Shura ($\beta = 0.275$), and Ihsan ($\beta = 0.099$). Conversely, Strategic Planning had the strongest negative relationship with organizational performance ($\beta = -0.256$),

followed by Taqwa ($\beta = -0.132$), Adl ($\beta = -0.209$), Sidq ($\beta = -0.175$), and Itqan ($\beta = 0.077$). The findings suggest incorporating Islamic principles into human resource management practices to improve organizational performance. The standard of fit indices for the SEM analysis showed that the model provides a satisfactory explanation of the observed data, further adding confidence in using the structural model in evaluating the relationship between Islamic principles and organizational performance. The hypothesis “No best-fit model explains organization performance concerning Islamic Human Resource Management, Strategic Planning and Practices (Islamic recruitment and selection, Islamic training, and Islamic compensation)” is rejected. The model that can best explain organizational performance in relation to Islamic Human Resource Management is shown below:

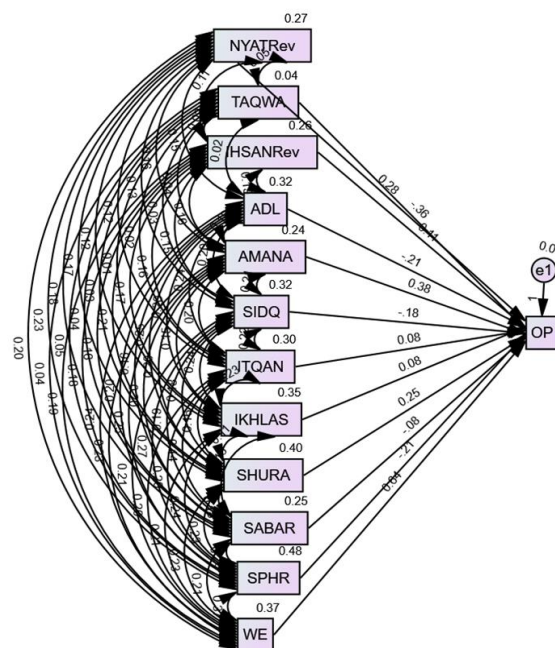


Figure 1: Model that Best Explain Organizational Performance in Relation to Islamic Human Resource Management

Conclusions

The research carried out in BARMM has provided insight into how participants assess Islamic human resource management practices, strategic planning, work engagement, and organizational performance. The study revealed that participants in BARMM highly agreed with Islamic human resource management practices, with overall mean scores above 4.0 for intention, Taqwa, Ihsan, Adl, trust, truthfulness, Itqan, Ikhlas, consultation, and patience. These results imply that BARMM employees regard and consider Islamic values necessary for efficient human resource management.

Regarding strategic planning and Islamic HRM practices, the participants had a positive assessment of HRM policies, workplace and environment, and leadership. Nonetheless, the study identified areas for improvement, particularly in HRM policies, which require clarification and consistency. The findings highlight the importance of aligning HRM policies with Islamic values and principles to enhance employee trust and engagement.

The study found that participants in BARMM generally feel positively engaged in their work in terms of vigor, dedication, and absorption. The findings suggest that maintaining a harmonious work environment and a clean and organized workplace can contribute significantly to work engagement. Nonetheless, there are areas for improvement in increasing work engagement across all indicators.

The participants in BARMM had a positive assessment of organizational performance in terms of organizational commitment and productivity. While the participants demonstrated a high level of willingness to put in extra effort and loyalty towards the organization, there were some areas for improvement in organizational commitment. These findings highlight the importance of addressing organizational commitment to enhance employee engagement and retention.

The study found a strong positive relationship between work engagement, Islamic human resource management practices, and strategic planning with organizational performance in BARMM. The findings suggest that employee engagement is a crucial driver of organizational productivity, and aligning HRM policies with Islamic values and principles can enhance organizational productivity. The study also identified several independent variables significantly influencing organizational performance, including NYAT, TAQWA, IHSAN, ADL, AMANA, SIDQ, IKHLAS, SHURA, Strategic Planning, and Work Engagement.

Using structural equation modelling, the study determined the positive and negative relationships between Islamic principles and organizational performance. The results indicate that integrating Islamic values and principles into HRM practices can enhance organizational performance. However, additional research is required to create model that most effectively explains the relationship between Islamic Human Resource Management and organizational performance.

Overall, the study highlights the importance of promoting Islamic values and principles in human resource management practices to foster a caring environment that encourages teamwork and collaboration, contributing to the achievement of organizational goals and ultimately benefiting both the employees and the organization. These findings could guide organizations in developing strategies to promote employee work engagement and enhance organizational performance in BARMM and potentially other contexts.

Recommendations

As offshoots of the summary of the findings and anchored on the conclusions of the study, the following recommendations are offered to enhance the Islamic human resource management practices in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM).

The BARMM may continue to promote and uphold Islamic principles and values in their HRM practices, particularly in promoting Taqwa, Ihsan, Adl, trust, truthfulness, Itqan, consultation, and patience. These practices were positively perceived by the participants and can lead to ethical behaviour, social responsibility, employee accountability.

The BARMM may improve its HRM policies, workplace and environment, and leadership practices. Specifically, the organization may clarify HRM policies, create a more consistent and clear organizational culture, and ensure effective leadership development and transition processes.

The BARMM may remain focused on maintaining a harmonious relationship, a clean and organized workplace, and effective communication to increase employee engagement. The organization can also consider addressing areas where there is variability in the participants' level of agreement to further improve work engagement.

For the organizational performance of BARMM, the organization may continue to prioritize organizational commitment and productivity as key drivers of success. The organization can also address areas where there is lower agreement among participants regarding corporate commitment to improve this aspect further.

Based on the finding that organizational performance is significantly related to Islamic principles and values in HRM practices, strategic planning, and work engagement, the organization may continue to align its HRM policies with Islamic values and principles, particularly in terms of integrity, trustworthiness, consultation, justice, patience, intention, and kindness contributing to enhancing organizational productivity in BARMM.

BARMM may prioritize the Islamic principles of Nyat, Amana, and Shura to influence organizational performance positively. The organization may also address the negative influence of Taqwa, Adl, and Sidq on organizational performance.

Based on the structural equation modeling analysis, the organization may incorporate Islamic principles into their HRM practices to improve organizational performance. Specifically, the organization may promote work engagement, Nyat, Amana, Shura, and Ihsan, while ensuring that strategic planning aligns with these principles.

Based on its significant results, the paper offers recommendations for stakeholders. Islamic human resource management (HRM) methods and strategic planning may be incorporated within the Bangsamoro Transition Authority's/Bangsamoro Parliament's organizational culture to foster ethical decision-making, increase social responsibility and accountability, and boost employee faith in performance evaluations. In addition, they need to do an excellent job of disseminating HRM rules to staff members. To increase employee dedication and productivity, the ministers, and administrators of Bangsamoro should use Islamic human resource management methods and strategic planning. Their contribution to the community and its many stakeholders should be guided by Islamic values, principles, and practical utility.

For Human Resource Officers, they may align HRM policies and practices with the organizational culture, communicate them effectively to enhance employee motivation and engagement and develop interventions to promote employee well-being and work engagement. Islamic human resource management (HRM) approaches may be studied to see how they affect employees' mental health, work satisfaction, and desire to leave an organization. Islamic values and principles might also be studied in connection to the efficiency of organizations in a variety of fields and industries.

To improve collaboration, teamwork, and social harmony in businesses and communities at large, it is suggested that other stakeholders advocate for Islamic HRM practices to be embraced. Moreover, organizations may develop strategies to address areas for improvement in organizational commitment and work engagement to enhance employee engagement and retention.

Overall, the study's findings provide insights into the benefits of incorporating Islamic values and principles into HRM practices, promoting ethical behaviour, social responsibility, and accountability among personnel in BARMM. By adopting and promoting Islamic HRM practices, organizations in the region may enhance employee engagement, trust, and productivity, contributing to achieving organizational goals and objectives. Along these lines, future research into the link between Islamic HRM practices and organizational performance may want to consider correcting the limitations of the study result. Prospective studies might look at the influence of Islamic HRM practices in settings outside BARMM and examine the connection between employee work engagement and organizational performance within the framework of Islamic HRM.

There is also a need for further study on how Islamic HRM practices affect employee job engagement and organizational performance. More research might examine at how interest in one's job mediates the connection between Islamic HRM practices and business success. Studies of this kind may provide insight into the mechanisms and processes through which Islamic HRM practices promote the effectiveness of organizations.

In addition to the, further studies may also explore the relationship between employee work engagement and organizational performance in the context of Islamic HRM practices. Specifically, it could investigate the extent to which employee work engagement mediates the relationship between Islamic HRM practices and organizational performance. Such studies could provide valuable insights into the mechanisms through which Islamic HRM practices contribute to enhancing organizational effectiveness.

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