

Human Resource Quality Development with an Islamic Human Resource Development Approach: A Study on the General Section of the Luwu Regency Regional Secretariat

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Abstract

Keywords:

I-HDI, Human Resources
Quality, Supervisor Performance.

This study examines the development of civil servant (STATE CIVIL SERVANTS (SCS)) quality in the General Section of the Regional Secretariat of Luwu Regency using the Islamic Human Resource Development (IHRD) approach. The research aims to evaluate STATE CIVIL SERVANTS (SCS) performance and assess the implementation of Islamic-based human resource development in local government institutions. A qualitative case study method was employed, with data collected through observation, documentation, and in-depth interviews analyzed using Computer Assisted Textual Markup and Analysis (CATMA). The findings indicate that STATE CIVIL SERVANTS (SCS) performance based on Law No. 20 of 2023 achieved relatively high scores (2–3) across indicators of service orientation, loyalty, competence, collaboration, harmony, adaptability, and accountability, reflecting productive performance. From the IHRD perspective, Tarbiyah and Ta'lim were well implemented, indicating a strong educational spirit and continuous learning among STATE CIVIL SERVANTS (SCS). However, the application of Ta'dib requires improvement, particularly in strengthening commitment to organizational values. These results suggest that integrating Islamic human resource development principles can enhance value-based governance and inform future public sector policy development.

INTRODUCTION

The quality of state civil servants (SCS) in Indonesia remains a persistent practical and institutional challenge (Handrianto, Arenawati, and Cadith 2023). Data from the National Civil Service Agency (BKN) indicate that a significant proportion of state civil servants (SCS) demonstrate low performance, often categorized as *deadwood*, reflecting weak competence, motivation, and productivity (Ade Miranti Karunia 2022). This condition hampers the effectiveness of public service delivery and regional governance. Although regulatory reforms, including Law No. 20 of 2023 on Civil Servants, aim to improve performance accountability, structural regulations alone have proven insufficient to address deeper human resource quality issues (Presiden Republik Indonesia 2023). Theoretically, this problem suggests limitations in conventional human resource management approaches that emphasize administrative performance outcomes while neglecting moral, spiritual, and value-based development.

Recent studies highlight that human resource quality strongly influences employee performance and organizational effectiveness. For example, Husni's research explains that the underdevelopment of human resources is not only caused by environmental conditions but also

by the work ethic that human resources must possess as a form of professionalism. Professional work is considered capable of increasing income through salary increases or incentives, thus becoming a source of income for improving well-being (Assa 2020; Hidayat et al. 2025). Human resource capabilities have a significant influence on the performance of a company or institution (Hairani 2023). On the other hand, there needs to be clear career management for employees in their respective fields to foster motivation and work ethic (Junejo, Jiskani, and Lashari 2025). Research on public sector performance emphasizes competence, motivation, and work ethic as key determinants of state civil servants (SCS) productivity.

Several studies have also shown that Islamic work ethics and Islamic-based human resource practices positively affect leadership, organizational commitment, and employee performance. A sharia-based approach can significantly improve employee performance, particularly in terms of work ethic, productivity, and engagement in achieving organizational goals. Training oriented toward Islamic values, such as integrity and noble morals, is considered effective in creating a harmonious work culture (Permatasari 2025). This is in line with the Islamic perspective on human resources (HR) as an important component and driving force for a company, and making it develop (Rahmawati and Nurhayani 2023). The difference between conventional and Islamic HR lies only in the use of a holistic understanding of humans, which integrates spiritual, ethical, emotional, and physical dimensions, and is guided by core values such as Tauhid (monotheism), Syura (deliberation), Ihsan (excellence), and Istiqamah (steadfastness) (Kaharudin et al. 2025). Meanwhile, other research explains that the concept of contemporary HRD is taken from classical Islamic studies, which explore how principles such as justice (adl), trust (amanah), consultation (shura), and excellence (ihsan) are embedded in it (Ayyat 2025).

Empirical evidence suggests that Islamic Human Resource Development (IHRD) contributes significantly to organizational commitment and ethical work behavior. However, most existing studies focus on private organizations, leadership styles, or general ethical frameworks, with limited application to local government institutions and state civil servants (SCS) performance measurement. Despite growing interest in Islamic-based human resource approaches, there is a lack of empirical studies that integrate I-HRD frameworks with formal state civil servants (SCS) performance indicators mandated by national regulations.

Previous research rarely operationalizes Islamic human development concepts such as *Ta'dib*, *Tarbiyah*, and *Ta'lim* as analytical tools to evaluate state civil servants (SCS) quality within government institutions (Azmi 2009). Moreover, studies seldom examine how spiritual and moral development aligns with bureaucratic performance systems such as *tupoksi*-based evaluation. This gap indicates the need for a contextual and integrative analysis that bridges Islamic human development theory with public sector performance assessment.

Based on this gap, this study seeks to answer the following questions: (1) How is the performance of state civil servants (SCS) in the General Section of the Regional Secretariat of Luwu Regency? and (2) How is the Islamic Human Resource Development approach implemented within this institution? Accordingly, this research aims to analyze state civil servants (SCS) performance and evaluate the application of I-HRD principles in a local government context. The novelty of this study lies in its integration of national state civil servants (SCS) performance indicators with the Islamic Human Resource Development framework, offering a value-based and holistic perspective on state civil servants (SCS) quality development in regional public administration.

METHODS

This research uses a qualitative approach with a case study design, chosen because it is appropriate to answer the research questions regarding the performance of state civil servants (SCS) and the implementation of Islamic Human Resource Development (IHRD) within the context of local government institutions. Case studies allow researchers to gain an in-depth understanding of state civil servants (SCS) performance within a real-life organizational context without manipulating the research subjects. This research is a snapshot case study, examining the performance and development of human resources over a specific time period.

The research subjects were civil servants working at the Regional Secretariat for General Affairs of Luwu Regency, with more than 30 informants representing several work areas. Informants were selected purposively, with the criteria being active state civil servants (SCS) directly involved in carrying out organizational duties and functions. The research location was at the Regional Secretariat for General Affairs of Luwu Regency and was conducted from November 2024 until completion. The research data consisted of primary and secondary data. Primary data were obtained through in-depth interviews using interview guidelines developed based on state civil servants (SCS) performance indicators in Law Number 20 of 2023 and the concept of Islamic Human Resource Development (Ta'dib, Tarbiyah, and Ta'lim). Secondary data was obtained from institutional documents, performance reports, laws and regulations, and relevant scientific literature. The primary instrument in this study was the researcher herself, who played a role in planning, collecting, and interpreting the data.

Data collection techniques included interviews and documentation. Interviews were conducted directly with the informant's consent, recorded using a tape recorder, and then transcribed verbatim (Creswell 2016). Documentation was used to supplement and corroborate the interview data (Takona 2024). Data validity was ensured through credibility, transferability, dependability, and confirmability tests, including extended observations, discussions with supervisors, and cross-referenced findings with previous research (Taheri and Okumus 2024).

Data analysis was conducted qualitatively using CATMA (Computer-Assisted Textual Markup and Analysis) software (Home | CATMA - Computer Aided Textual Markup & Analysis n.d.). Interview transcripts were analyzed through coding and text annotation based on the categories of Ta'dib (teaching), Tarbiyah (teaching), Ta'lim (teaching), and state civil servants (SCS) performance indicators. The analysis stages included data reduction, data presentation, and inductive conclusion drawing. The results of the analysis are presented in descriptive narratives and simple visualizations to accurately illustrate data patterns, trends, and meaning (Creswell and Creswell 2018).

RESULTS AND DISCUSSION

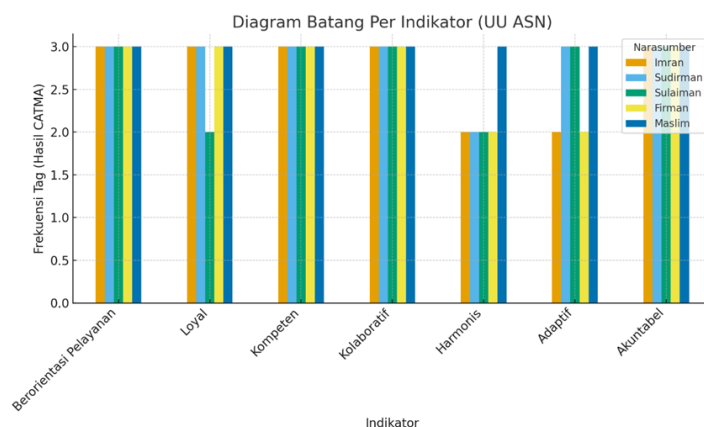
Expert Resource Person

Table 1.1 List of Expert Resources Person

No	Initials of the Source	Field
1	IMR (Imran)	General Section of the Regional Secretary
2	SDR (Sudirman)	Official Travel and Personnel
3	SLM (Sulaiman)	Regional Secretary
4	FRM (Firman)	Protokol

The five expert sources above are those who have worked for several years in their respective fields and have a thorough understanding of the matters related to the application process of their competencies based on Law No. 20 of 2023. However, this time, additional observations were used in accordance with the theories of ta'rib, tarbiyah, and ta'lim. For each question point of Law No. 20 of 2023, which contains 7 points of questions, namely service-oriented, competent, loyal, collaborative, harmonious, adaptive, and accountable. Meanwhile, for the theories of ta'rib, tarbiyah, and ta'lim, the question points are adjusted to the intended aspects..

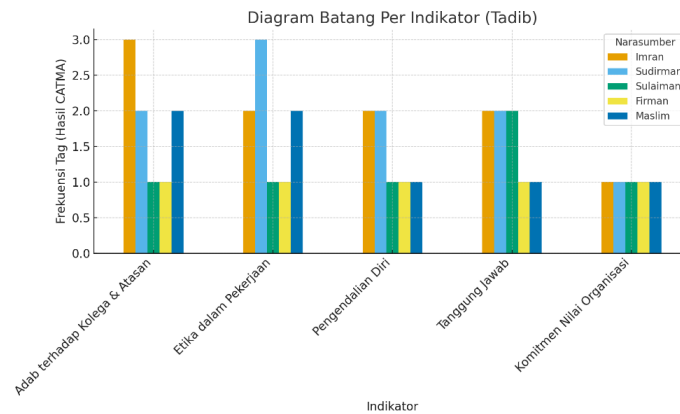
Frequency of Values of Law No. 20 of 2023



Bar Chart 1.1 Frequency of values of Law No. 20 of 2023

Based on the CATMA analysis, all state civil servants (SCS) performance indicators, including service-oriented, loyal, competent, collaborative, harmonious, adaptive, and accountable, obtained relatively high scores (2–3). All sources demonstrated performance that aligns with the principles of modern state civil servants (SCS) that are accountable and collaborative. In particular, the Service-Oriented, Collaborative, Competent, and Accountable indicators obtained the highest scores evenly (3), indicating that all state civil servants (SCS) in the General Section of the Luwu Regional Secretariat have a high awareness of teamwork and moral responsibility. Of the 5 sources interviewed, the source Maslim (MSL), who works as the Regent's Expert Staff for Social, Political, and Legal Affairs, seemed very vocal in defining his work, job description, and its relationship in accordance with Law number 20 of 2023, demonstrating readiness to work and ready to accept change for better performance.

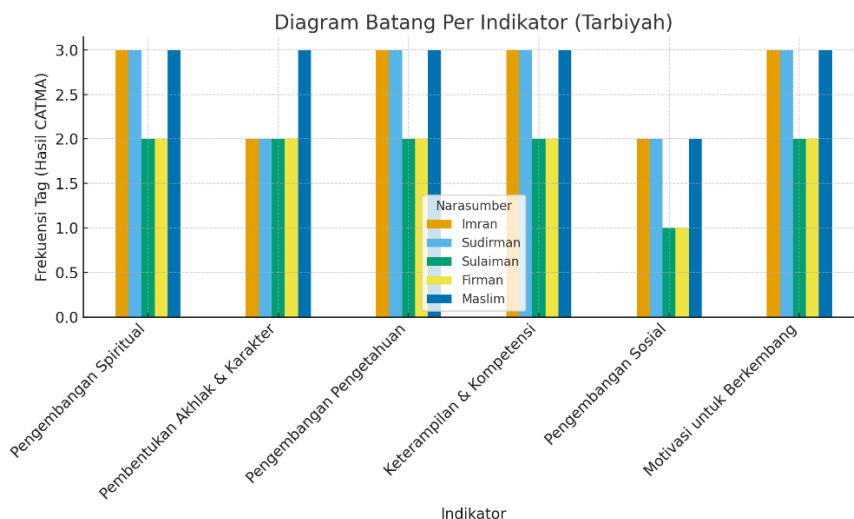
Frekuensi Aspek *Tadib*



Bar Chart 1.2 Frequency of *Tadib* values

The indicators described above show that the general section of the Luwu Regional Secretariat requires significant improvement, particularly in areas such as commitment to organizational values, with 5 key informants receiving low scores (1), responsibility, with 3 key informants receiving moderate scores (2), self-control, with 2 key informants receiving moderate scores, work ethics, and manners toward colleagues and superiors. The highest score was 3 for one key informant.

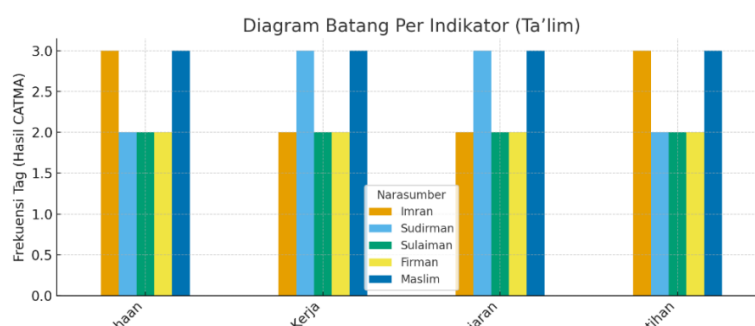
Frequency of Tarbiyah Aspects



Bar Chart 1.3 Frequency of *Tarbiyah* values

The explanation above illustrates the indicators of the tarbiyah aspect implemented by the General Secretariat of Luwu Regency, which are characterized by high values. Specifically, these indicators include spiritual development, with 3 high-value speakers; knowledge development, with 3 high-value speakers; skills and competencies, with 3 high-value speakers; and motivation to develop, with 3 high-value speakers. Meanwhile, the medium values are moral and character formation, with 4 medium-value speakers, and social development, with 3 medium-value speakers.

Frequency of Ta'lim Aspects



Bar Chart 1.4 Frequency of Ta'lim scores

The explanation above shows that the indicators of the ta'lim aspects implemented by the Secretariat of the General Section of Luwu Regency have high values, namely understanding company values with 3 resource areas, mastery of work skills with 3 resource areas, application of learning with 3 resource areas, and effectiveness of training with 3 resource areas. However, of the four indicators, the most vocal area in explaining from the text analysis is the socio-political and legal area, while the one that least often gets the highest value is the protocol area.

DISCUSSION

Human resource performance in the General Section of the Luwu Regency Regional Secretariat.

All state civil servant (SCS) performance indicators, including service-oriented, loyal, competent, collaborative, harmonious, adaptive, and accountable, received relatively high scores (2–3). All informants demonstrated performance aligned with the principles of modern, accountable, and collaborative state civil servants (SCS). Specifically, the Service-Oriented, Collaborative, Competent, and Accountable indicators received the highest scores (3) across the board. The other three indicators, loyal, harmonious, and adaptive, require further improvement. This indicates that state civil servants (SCS) tend to comply with regulations in carrying out their work. This explanation aligns with Efendy's research, which explains that the enactment of Law Number 20 of 2023 is capable of tracking and improving state civil servants (SCS) as they strive towards productivity, especially when connected to the Merit system, which monitors work and even offers career development opportunities in accordance with more professional fields (Effendy et al. 2024). By implementing these 7 principles, it helps state civil servants (SCS) to be more productive from year to year.

The Islamic Human Resource Development Approach applied in the General Section of the Luwu Regency Regional Secretariat

The approach to developing Islamic human resources (Islamic Human Resource Development) in the General Section of the Luwu Regency Regional Secretariat was found by researchers to be based on the theory of Ilhaamie Abdul Ghani Azmi. He stated that in developing Muslim individuals, they must refer to three stages of ta'dib, tarbiyah, and ta'alim.

The aspect of tadib which has 5 indicators that show that its application requires a lot of improvement in the General Section of the Luwu Regional Secretariat, especially increasing commitment to organizational values with 5 areas of speakers with low scores or 1, forms of responsibility with 3 areas of speakers with medium scores or 2, self-control with 2 areas of

speakers with medium scores, ethics in work, and manners towards colleagues and superiors. With the highest score of 3 in the 1 area of speakers. This occurs because the definition of the indicators is not in line with the meaning of the transcript from the definition of the speakers. Tadib is defined by Ilhaamie Abdul Ghani Azmi as "the process of instilling and reflecting manners into the human soul towards goodness" in everyday life (Azmi 2009). Ta'dib is defined as the stage of creating an environment that teaches manners to others, including elders, and the responses given as part of that environment, in line with Fahrial's research, which defines ta'dib as the process of instilling and reflecting manners into the human soul toward goodness. This serves to become a self-identity that is not easily shaken when faced with conflicts over crucial matters that have very different identities (Ahmad et al. 2023). This is supported by Nabila Syahtami's research, which claims the importance of an educated character in the development of office employees (Syahtami et al. 2023)

The *tarbiyah* aspect, which has 6 indicators from the results of data processing, found that the indicators of spiritual development, development of knowledge, skills, and competencies, and motivation to develop are values agreed upon by 3 of the 5 same sources that must be owned and carried out. Meanwhile, the formation of morals and character is considered by 4 of the 5 sources as a personal matter, which is basically not the responsibility of learning from the office, but rather something that must arise from one's own awareness. For the social development indicator, which received a low score (2), where 3 of the 5 sources agreed that those who work in the office do not focus on ways to improve social development, such as socialization and the like, without any work connection to minimize delayed work. This is in accordance with the definition of *tarbiyah* explained by Ilhaamie Abdul Ghani Azmi. The intended educational process is for human resources to know the structure and model of learning from beginning to end to improve their knowledge and skills. *Tarbiyah* is the process of human awareness with knowledge for the sake of their survival (Azmi 2009). This theory is in line with what was found in The Influence of Education, Training, and Human Resource Development in Efforts to Improve Employee Performance in Companies (Rizki Utami et al. 2023). However, the focus of *tarbiyah* itself is that education in companies needs to be prioritized, especially in building morals (character and morals) and intellectual skills (the ability to understand work). Integrating spiritual intelligence into the organizational framework is crucial, especially in the workplace, where employee well-being and stress management are essential.

The aspect of ta'lim has 4 indicators. From the results, it was found that the indicator of understanding company values and training effectiveness, with the highest value of 3, was agreed by 2 out of 5 sources, which is a form of value that the training learned is useful, while 3 out of 5 sources view it as a normal thing to increase productivity. Meanwhile, the indicator of mastery of work skills and application of learning, which is agreed by 3 out of 5 sources, is a mediocre thing to support appropriate policies, while 2 out of 5 sources feel it is an increase in the form of responsibility that leads to increasingly optimal work. This is in line with Ta'lim explained by Ilhaamie Abdul Ghani Azmi, "ta' alim is learning directly from experts." (Azmi 2009). This theory is in line with what was found (Smith, Arent, and Thesalonika 2023) In his research, he stated that the direct learning process with a teacher can make the teacher a role model or example with moral boundaries that are higher than their academic expertise. This means that the choice of teacher during learning greatly influences the student's perspective later on. Therefore, prospective students must understand the level of morality of a teacher to ensure their students remain within reasonable moral boundaries. Aspects that need to be considered to gauge the

depth of an employee's learning while in a religious organization begin with their understanding of the company's values, such as integrity, professionalism, innovation, and others.

CONCLUSION

Based on the research results, the performance of state civil servant (SCS) at the Regional Secretariat of General Affairs of Luwu Regency, reviewed based on Law Number 20 of 2023, showed relatively high achievements in all performance indicators, including service orientation, loyalty, competence, collaboration, harmony, adaptability, and accountability, with scores in the range of 2-3. The service-oriented, collaborative, competent, and accountable indicators consistently obtained the highest score (3), reflecting state civil servant (SCS) awareness of teamwork and moral responsibility in carrying out tasks. Meanwhile, the application of the Islamic Human Resource Development approach based on the theory of Ilhaamie Abdul Ghani Azmi showed that the Tarbiyah and Ta'alim stages had been well implemented, marked by a high understanding of organizational values, mastery of work skills, application of learning, and training effectiveness. However, the Ta'dib stage still requires improvement, especially in strengthening commitment to organizational values, work ethics, self-control, and etiquette towards colleagues and superiors. These findings emphasize the importance of integrating moral and spiritual development to continuously improve the quality of state civil servant (SCS) performance.

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