

# **The Efficiency of Human Resources Management Sharia Hotel in Riau Province**

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## **ABSTRACT**

At this time technological developments have a major influence on the development of tourism. This development was also followed by the development of hotel business in Riau Indonesia. Almost all cities are built by hotels, both big cities and small cities build one-star hotels to five-star hotels. The hotel business provides a fairly high profit, so that it can affect the income of the state and the surrounding community. But unfortunately, in order to increase hotel revenue, some hotels ignore the conditions for hotel visitors. Many hotels allow unmarried couples to spend the night. It is not surprising that many people say that hotels are places for immorality, gambling, liquor and drugs. In this case, providing opportunities for hoteliers to build hotels based on sharia. Methodology This research uses qualitative methods. Qualitative research is research that is used to study the state of natural objects, where the researcher is the main instrument. The purpose of qualitative research is to describe a phenomenon as deeply as possible by collecting the deepest data, which shows the importance of depth and detail of the data studied. Conclusion of this research is that 1. The employee recruitment process at the Riau sharia hotel chooses to use a closed method by prioritizing moral values (attitudes) and employee honesty. 2. Sharia hotel human resources in Riau Province have efficiency to improve employee performance. 3. that sharia hotels in Riau Province have the ability to improve employee discipline. 4. that the Syariah Hotel in Riau has conducted education and training. Training and development programs are one of the important activities that organizations invest in human resources

*Keyword : Human Resource management, Sharia Hotel*

## **1. INTRODUCTION**

This development was also followed by the expansion of the hospitality business in Riau Indonesia. Almost all cities have built hotels, both big and small cities have built one-star hotels to five-star hotels. The hotel business provides a fairly high profit, so that it can affect the income of the state and the surrounding community. But unfortunately, to increase hotel revenue, a number of hotels ignore hotel visitor requirements. Many hotels allow unmarried couples to stay.

No wonder many people say that the hotel is a place of immorality, gambling, alcohol and drugs. In this case, it provides opportunities for hoteliers to build sharia-based hotels. Not only to change the bad image

of hotels, but sharia-based hotels have a mission to change people's mindsets and create social order among the people.

With the increase in investment in sharia-based hotels, it is expected to improve the moral quality of being a religious society and uphold the noble culture of the Riau people. In order for the sharia hotel industry to be more effective, the role of human resources is highly prioritized.

Impressive human resource management will enable employees to contribute to the Syariah Hotel business. This keeps employees engaged in their work and fosters positive behaviour that promote togetherness. Effective human resource management will also prevent employees from exhibiting negative behaviours such as deviant and unproductive behaviour. The importance of the workforce is often highlighted in the strategy and goals of the organization through the statement that employees are the most valuable asset of the organization.

Therefore, human resource strategies and practices should play an important role in maximizing the overall productivity and effectiveness of Syariah Hotels. The expertise and quality of human resources will make an important contribution in developing the function of human resources effectively.

There are still many problems in the management of sharia hotel so that it has an impact on 1) the lack of a comprehensive sharia governance framework, 2) the lack of understanding of hotel managers and employees on the sharia concept, 3) the lack of a monitoring and evaluation system in sharia hotels, 4) sharia hotels have not been able to display a more attractive, comfortable hotel atmosphere with Islamic characteristics, clean and blessed and so on.

If this problem is not addressed immediately, it will have an impact on Sharia Hotel users, hotel operators and the government. The effect for Syariah Hotel users is 1) the loss of trust of Syariah Hotel users, 2) a decrease in the number of customers who are interested in staying at Syariah Hotels.

The impact for hotel managers is, 1) the loss of sustainable development of the Syariah hotel industry in a sustainable manner, 2) the emergence of concerns about the Syariah hotel market. The effect on the government is that it can influence sharia tourism and sharia accommodation. The purpose of this research is "Identify and understand the efficiency of human resource management in Syariah Hotels in Riau Province, Indonesia.

## 2. THEORITICAL FRAMEWORK

According to Abu Fahmi (2016) Islamic management is all halal activities carried out by individuals or groups of people at a certain time to achieve limited targets and goals. Ali Muḥammad Taufiq (2017) is of the view that Islamic management is managing the mashlahat of Islamic sharia.

Agus Sulatiyono (2019) mentions that it is said that something contains syar'i maslahat, brings benefits, prevents difficulties and can maintain syar'i maqashid. Meanwhile, Nawawy Ismail (2017) emphasizes Islamic management on the use of the principles of faith to achieve the best productivity and make all activities worth worship.

### 2.1. The function of Islamic management

Hasibuan, S.P. Malayu, (2017) argues that the functions of Islamic management are planning, organizing, staffing, coaching, coordinating, reporting and monitoring. While Amaliya (2017) views that the functions of Islamic management are planning, organizing, leadership and controlling.

Ali Muḥammad Taufiq (2017) states that the function of Islamic management is to plan, organize, coordinate, direct, develop and control an organization.

### 2.2. Function of Islamic Planning

In the Islamic planning function, planning activities must be in accordance with Islamic teachings, the aims and objectives of the organization must be lawful and in accordance with maqashidus sharia. Various information intended to make a decision must be valid and reliable, relying on God Almighty. In planning activities, Sugandhi & Bharule (2016) convey the importance of sincerity in thinking when

making plans. The importance of commitment in adopting the results of the decision and the planned goals must be beneficial to the public. Ali Muḥammad Taufiq (2017) describes the conditions in the practice of this planning function, namely knowledgeable, deliberation, honest, not negligent, utilizing and eliminating losses, the need for detail/detail.

### 2.3. Islamic Organizing Functions.

Some of the criteria put forward by Erika Amelia (2016) are increasing the spirit of mutual help between employees and avoiding fights, ensuring organizational activities are in accordance with Islamic rules, ensuring organizational activities are of worship value, hiring people in accordance with Islamic values, balance between work and responsibilities, put people in their place. Abdul Aziz (2015) describes the requirements in Islamic organizations, namely ability, justice, unity, obedience, commitment, responsibility, mutual assistance, strength and trust, lifting someone in the right and proper way, giving each other advice and always practicing good deeds.

### 3.5 Control Function.

In the control function, every employee must realize that the greatest and highest control before the control of humans is the control of God and the Angels. The workers try to present God in their management activities, in order to avoid actions that are prohibited by religious teachings and actions that damage the organization. Abdul Aziz (2015) describes a good organization as one that likes to evaluate itself and its organization, likes to immediately replace the damage and does not procrastinate, likes explanations and various sources before making a decision, looking for evidence before making a decision. Abdul Aziz (2015) added the importance of practicing devotion to God when carrying out the control function.

## HUMAN RESOURCE MANAGEMENT

Human resource management refers to the use of human assets to achieve organizational goals. Because human resources play such an important role for the success of an organization, management needs to focus on managing resources to support the mission and vision of the organization (Burhanuddin Yusuf, 2015). dimensions in leading employees and staff in living and achieving the vision and mission of the organization.

Human resources are supports that can help managers achieve their goals. Human resource management is as important as organizational management can avoid managing its human resources effectively which is the responsibility of organizational leaders (Abu Fahmi (2014).

According to Burhanuddin Yusuf (2015), organizational effectiveness depends on skilled and trained employees, employee motivation and planned employee performance and quality. Therefore, it is the responsibility of the leader in developing the skills of employees and organizational staff. Where in the company the role of employees is likened to the heart of the work process and has a significant impact on improving the quality of employees in the organization (Yusuf, Burhanuddin, 2015). Abu Fahmi (2014) states that human resource leaders will make various decisions related to humans. Therefore, the leader is involved in monitoring and evaluating the performance and development of employees and every decision taken directly or indirectly contributes to the organization.

Thus, the key to employee success is highly dependent on organizational leadership or qualified employees in human resource management. Studies have shown that employees have a relationship in improving performance.

Therefore, it is important for organizations to have clear goals to build and produce effective and qualified employees. (Yusuf, Burhanuddin (2015) further describes the role of leaders in human development and their relationship to organizational achievement.

Human resource management according to Malayu S.P Hasibuan (2017) is the science and art of managing employee relations to be effective and efficient in helping to realize the goals of the company, employees and society.

Thus, human resource management can be defined as the management and use of human resources available to individuals to be developed optimally in order to achieve company goals. While the definition

of personnel management or what is often referred to as staff is formulated and quoted by experts as follows: Personnel management according to M. Manulang (2018) is management that focuses on employee problems in an organization. Meanwhile, personnel management according to Hadari Nawawi (2016) plans, organizes, directs, and monitors procurement, expansion, and dispatcher activities. Basically, HR management and personnel management are involved in the same field, namely HR management.

### 3. METHODOLOGY

This study uses a qualitative method. Yuswadi, Harry. (2017). Qualitative research is research that is used to study the state of natural objects, where the researcher is the main instrument (Sugiyono, 2016). The difference with quantitative research is that this research starts from data, uses existing theories as explanatory material and ends with a theory. Asmi, Z. (2018) After conducting analysis and research related to the definition of qualitative research, he then made his own definition as a synthesis of the main points of understanding qualitative research.

According to Ahmad Rijali (2018) and Moleong (2016), qualitative research is research that aims to understand what phenomena are experienced by research subjects such as behavior, perception, motivation, action and so on holistically, and descriptively. in the form of words, words, and language, in a special natural context and by utilizing various natural methods (Fitrah, Muh; Luthfiah, 2017).

Asmi, Z. (2018). The purpose of qualitative research is to describe a phenomenon as deeply as possible by collecting the deepest data, which shows the importance of depth and detail of the data studied. In qualitative research, the more in-depth, thorough, and dig up the data obtained, it can also be interpreted that the better the quality of the research (Fitrah, Muh; Luthfiah, 2017).

Therefore, in terms of the number of respondents or research objects, qualitative research methods have fewer objects than quantitative research, because they prioritize data depth, not data quantity (Muhammad Aziz, (2017).

### 4. RESULT AND DISCUSSION

#### a. Employee Recruitment Instruction

Based on the research, it is known that the recruitment carried out by the management of Syariah Hotels in Riau to get competent staff is a closed option as needed. Selection of prospective employees is an important issue. Through staff selection activities, organizations can make decisions about who is acceptable.

Employee selection is a key activity in determining the journey of a company. That is, this process depends on the accuracy of planning and recruitment of human resources (Rosalinda, 2016). Leaders need to be selective in selecting prospective employees, namely people who are competent, have extensive knowledge. sense of responsibility and trust. Amanah here is defined as carrying out all its duties in accordance with the provisions of the Shari'ah, carrying out tasks as well as possible according to procedures, not being tainted by nepotism, tyranny, fraud, intimidation, or perhaps suffering from groups. According to Bhoganadam (2014), selection is the process of selecting prospective employees who are have qualifications in accordance with predetermined criteria.

Meanwhile, Kumari (2017) explains that selection is the process of determining individuals who fit the classification to occupy a vacant position in a particular organization. That is, trust is an important factor in determining the suitability and qualifications of a candidate.

Selection is the most important post-recruitment process to select individuals according to the desired qualifications through a series of tests/tests, both administrative and competency tests. Thus, the selection of the right prospective employees will have a positive impact on better employee turnover so that it will increase productivity and reduce costs incurred for training for these employees (Ergun & Gavcar, 2013).

The selection process in its implementation depends on job analysis, human resource planning, and recruitment (Ginting Munthe, Jasman (2015). In this case, job analysis information provides job

descriptions, job specializations, and job standards required by the job. More effective selection This means that the hiring process must be based on the suitability and suitability of the candidate for the job to be done.

Based on the information provided by the informants, the researchers found that in the employee recruitment process at the Riau sharia hotel, they chose to use a closed method by prioritizing moral values (attitudes) and employee honesty. The closed method was chosen because it is considered more efficient and selective in selecting employees, and has minimal costs compared to using the open method. (Lukman Hakim, 2016).

#### b. Employee Performance Indicator

According to Sedarmayanti (2019), performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in line with morals and ethics. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him, Mangkunegara, 2014).

According to Guilbert in Hasibuan (2015) performance is something that a person can do in accordance with the field of duty and function that is influenced by attitudes, knowledge and skills. This finding is in line with the performance theory according to Mangkunegara (2015) that performance is a result. the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. (Anwar Prabu Mangkunegara (2014).

At other times, the findings of this study are supported by Sulistiyani in suggesting that a person's performance is a combination of abilities, efforts and opportunities that can be assessed from his work (Sulistiyani, 2014). In addition, the results of this study are supported by Malayu SP. Hasibuan (2015) states that performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time (Malayu SP. Hasibuan, 2015).

The findings of this study indicate that the efficiency of human resources in sharia hotels in Riau Province has efficiency in improving employee performance. Based on the results of interviews with several informants at Hotel Syariah Riau, it was stated that performance appraisal through a goal-based assessment system because the assessment is very dependent on the superior and the longer the relationship between superiors and employees is getting closer, the less objective it is. the results of the assessment (Sedarmayanti, 2019).

The obstacle experienced in the implementation of this performance appraisal is the lack of objectivity because the sense of loyalty of colleagues when giving an assessment looks good, so the results are biased and do not reflect the actual situation of the employees being assessed. The performance appraisal of Syariah Hotel employees in the Riau area is carried out by their direct supervisor who fills out the Job Evaluation List form which has been filled out by the Personnel section.

Direct supervision will see the achievement of employee outcomes and evaluate the suitability of individual performance standards with unit performance standards set in the Rating Scale method in the form of weight values based on the results of calculations on the assessment form. Based on the information provided by the informants, the researcher found that performance appraisal. The findings of this study are in line with the theory of human resource management proposed by Yusuf, Burhanuddin (2015). Performance appraisal is one of the human resource management activities that are subject to justice. Rater bias will be well documented. Many phenomena are known to prove that supervisors evaluate employees tend to be inaccurate due to subconscious tendencies. According to Ahmad Ali (2005), current managers find it difficult to evaluate employees effectively, it will not be effective. This is due to religious considerations, personal relationships and bureaucratic tendencies. at the Syariah Hotel in Riau is a human resource management activity based on the principle of justice.

#### c. Employee Motivation Guidelines

In a company, the human resource factor is the main key to achieving the company's overall goals. To empower existing human resources, the role of leaders to improve employees is very important.

Motivation is a positive effort in directing employees to be more productive. Motivation can be said as a motivator that moves people to behave and, in these actions, have a specific purpose. Motivation has a good purpose to improve employee performance. According to Hasibuan (2015) there are several motivational goals, as follows: encouraging employee morale; improve employee morale and job satisfaction; increase employee productivity; maintain the loyalty and stability of the company's employees; improve discipline and reduce employee absenteeism; coordinating employee turnover; create a good working atmosphere and relationship; increase employee creativity and participation; increase the level of employee welfare; increase employees' sense of responsibility for their duties; improve efficiency in the use of tools and raw materials.

The results of this study indicate that one of the capabilities of Islamic hotel management in improving the quality of human resources is to motivate all employees. This is evidenced by the ability of a sharia hotel leader in fostering good communication with his employees.

A leader must have the right way to motivate his employees to get the desired results, therefore a leader must have the right techniques so that employees can improve their performance well, so that the company itself will improve thanks to the good performance of its employees.

Therefore, motivating techniques are not easy because they can be very beneficial for the company. As stated by Kartono (2015), a strong motive will encourage a person's ability and courage to do something. In this relationship the leader must be able to provide good and appropriate motivation to his subordinates.

According to Nanok Hadi Pramono (2016) by giving employees who excel will create employee work motivation because employees will feel that the leadership appreciates and realizes their work, besides giving awards to employees who excel will be able to generate motivation for other employees who do not excel. show good performance to improve the results of their work in the hope of getting an award.

Hasibuan (2015) put forward one of the principles, namely the principle of recognition which explains that if employees are given recognition for the principle of their contribution to the results achieved, employees will feel appreciated, and in the end, employees will work harder to improve company performance. The appreciation given by the leader is the most important thing in the management process. motivate employees to work well in completing tasks, so that the company benefits from the decisions given by employees and vice versa employees benefit from the rewards provided by the company. So, the role of the leader in rewarding employees will motivate employees to work (goals, Kartini, 2015).

#### d. Employee Responsibility Indicator

Understanding responsibility in general is human awareness of behavior or actions, whether intentional or not. Responsibility also means acting as a manifestation of an awareness of duty. (Thompson, Michael, 2015). Responsibility is an action taken by each individual based on his duty or calling, namely an attitude that shows that a person has a very high nature of caring and honesty (Lickona, Thomas, 2018).

The results of the study found that sharia hotel employees in Riau Province in terms of responsibility were quite good. This can be seen in the implementation of work in sharia hotels, namely: 1) Responsibility is seen from good discipline, there are no employees who are late to start work who have complied with the rules and discipline at work. 2) Employee Responsibilities in the Implementation of the Work seen from the Cooperative has been running efficiently and the goals expected by the company and the achievement of targets is as expected, nothing is neglected, 3) Employee Responsibilities in Doing Work in terms of work ethic. According to the researcher's observations, the morale of the employees at the three Regional Sharia Hotels is quite satisfactory. 4) Employee Responsibilities in the Implementation of the Work seen from Creative Works. The creative work carried out by employees at the three Riau Islamic hotels went perfectly as expected, there was no improvement by the company management.

All of the research above is in accordance with the sharia business theory introduced by Iffah Nur Arifah (2016). The Islamic Responsibility Principle teaches that all human actions will be held accountable in the hereafter to meet the demands of justice and humans must be held accountable for their actions, including

the activities of Sharia Hotel workers. Responsibility is the ability to complete a given job correctly and on time and dare to take risks for the decisions he makes.

The instructions are: a. Have a high attitude and awareness and show a great sense of responsibility towards his work. b. Able to complete the assigned work correctly and on time. c. Dare to take risks for the decisions taken. d. Work hard and with high dedication. e. Provide optimal service according to the field of work.

According to Muhammad Djakfar (2015), company leaders must know the limits of authority and limits of their employees. This is important to get clarity in carrying out the activities carried out by each party or the work that is clearly the responsibility of each. Therefore, each job needs to summarize the information and explanation of what and how and to what extent the jurisdiction and its limitations. This is with the hope that the industrial relations that take place between leaders and subordinates as well as between subordinates and subordinates in an integrated work, as a whole become clear and do not tend to overlap between employees and leaders or between colleagues. (Muhammad Djakfar, 2015).

According to Sinambela and Lijan (2016), it is defined that every employee makes the work carried out smoothly and not hindered by differences in perceptions between employees about the function clearly and their respective jobs. And very important in human resource management is the placement process. Provide employment opportunities to competent parties according to their expertise and skills. This is in line with Sinambela's opinion that giving responsibility to those who are qualified and competent according to their expertise and abilities is in line with Islamic teachings. (Sinambela, Lijan (2016)

According to (Sutrisno, Edy. (2019) Responsibility is the most important thing in qualifying for a company, as a form of concern and a positive response to the business growth being carried out. To maintain the sustainability of company activities, it is appropriate for entrepreneurs with full awareness to pay attention to the responsibilities that are carried out in accordance with God's commandments as a code of business ethics. Corporate social responsibility is fundamental for stakeholders to maintain the business forever. Meanwhile, employees themselves understand their duties as employees and do not ask for more than their rights according to their abilities or expertise.

#### e. Employee Discipline Guidelines

Discipline comes from the Latin word, namely discipline which means training or education, morality and spirituality and the development of character. According to Hadari Nawawi (2017) that "Discipline is an effort to instill awareness of each member about the duties and responsibilities of all work". According to Davis in Mangkunegara (2014) states that discipline can be interpreted as the implementation of management to strengthen organizational guidelines and discipline is a process that can foster a person's sense to maintain and improve organizational goals objectively, by adhering to the implementation of organizational rules (Sutrisno, Edy, 2019).

Soejono Soekanto (2001) states that "Discipline is a condition in which a person's behavior follows a certain predetermined pattern". Heidjrachman and Husnan (2002) stated that "Discipline is an individual or group that ensures compliance with order and takes the initiative to take necessary actions in the absence of order." According to Sedarmayanti (2019), "Discipline is a person's attitude and behavior that reflects the level of compliance with various provisions and corrective actions against violations of predetermined provisions. Hasibuan (2019) defines that discipline is a person's awareness and willingness to carry out all company rules and applicable norms.

Based on the information provided by the informants, the researchers found that sharia hotels in Riau Province have the ability to improve employee discipline. This finding is in accordance with the work discipline theory according to Handoko (2001) in Sinambela (2016). In an effort to enforce employee work discipline, the company makes rules that must be obeyed and implemented by every employee. Generally, every method carried out is accompanied by threats or strict actions for those who violate work discipline. According to Sutrisno (2019) in implementing work discipline, companies must make clear, easy to understand and fair rules, which apply to the highest leadership and lowest employees.

#### f. Employee Cooperation Guidelines

Based on the information provided by the informants, the researchers found that the indicator of the efficiency of human resources at Hotel Syariah Riau is the establishment of cooperation between employees. Cooperation carried out by one employee with another employee will bring great benefits. The weakness of one employee will be covered by the strength of another employee. If these values can be practiced by employees, it will be easier for employees to achieve organizational goals than if they are self-employed.

The results of this study are in line with the findings of research conducted by Utami, Christina Whidya (2016) that basically the company's goal is to improve performance and be able to survive in competition with other companies and achieve profit targets. Therefore, companies must be able to use economic resources effectively and efficiently, this is where strong teamwork is needed. The popularity of a mature team can be demonstrated by superior team performance compared to individual performance when the task demands a variety of skills. The results of this study strengthen the theory of the principle of not exceeding the ability limit in the workload.

The results of this study are in line with the opinions of several experts, including Armstrong, Michael (2017) in teamwork, a situation characterized by understanding and commitment to group goals among all team members. Team work is work carried out by a group of people with individual expertise, responsible for individual decision-making who share a common goal and meet to communicate, share and consolidate knowledge of the plans made, future decisions that affect the determination of actions.

Thus, teamwork is interdependent between individuals with various skills that complement and are responsible for achieving organizational goals which include: clarity of purpose, clarity of roles, clarity of tasks, and participation. To create good teamwork, the above aspects need to be fulfilled, in teamwork many parties are involved, because in a team there are two or more individuals who interact with each other by dividing their respective roles aiming for a common goal. If only one team member does not have positive internal and external relationships, does not know and understand each other, it is difficult to build commitment. Good teamwork can only be established if all members are passionate about achieving the same goals and are willing to put aside personal interests for the success of the company. This spirit must also be accompanied by a commitment to try as much as possible to achieve these goals. Without commitment, teamwork will not produce meaningful results. Teamwork means all team members work together to achieve the same goal. If there is a team member who does not work while their partner is working, this will cause conflict within the team. This is where the manager works to assign each member according to their respective abilities.

#### **g. Education and training guidelines**

Based on the information provided by the informants, the researchers found that the Syariah Hotel in Riau had conducted education and training. Training and development programs are one of the important activities that organizations invest in human resources. Training has a big role in determining the effectiveness and efficiency of an organization. Education and training can be defined as a planned effort by an organization to improve the knowledge, skills and abilities of employees (Michael Harris, 1997) in Zainudin, 2018).

The demand for education and training comes not only from the need for skilled workers to handle existing tasks (from within), but also the development of science and technology (from outside). Therefore, institutions need to adapt to existing developments by organizing training and development programs (Willson Gustiawan & Yulyanti Fahrana (2015). Islam prioritizes education and training for employees with the aim of developing staff competencies and technical abilities in carrying out their responsibilities.

According to Suratman (2018) the purpose of training is to improve the performance of unskilled workers, unsatisfactory work results. For that, with good training and development these problems can be reduced. This will be useful to form a more profitable attitude, loyalty and cooperation. In addition, according to Nawawi, Ismail (2017) useful training for employee skills is improved in line with technological advances so that the expertise possessed by employees in the field of technology can help



solve company operational problems. This situation will have implications for improving the quality of sharia hotel employees.

Training and education programs are a way to meet human resource planning needs including preparing employees for promotions. Then, direct the employee to the company. In addition, the program can indirectly help employees in their personal improvement and development (Schoderbek, Peter, Ricard. Cozier and John Aplin, 1988 in Rosalinda, 2016)

The findings of this study are in line with the theory of Saifuddin Bachrun (2014) which states that Islam advocates education and training not only to increase knowledge and skills, but includes everything, from human moral and spiritual development. The results of this study strengthen the theory of the principle of authority and responsibility. This training is carried out as a step for the company to take part in mental and spiritual training for employees. This is also implemented to meet the company's need for employees who have high religious knowledge.

## 5. FGD EXPERT COMMENTS

Based on the findings of this study, it is revealed that the efficiency of human resource management in managing sharia hotels in Riau Province is quite good. In the context of sharia hotel HR management, development and growth has colored the capabilities of sharia hotel entrepreneurs. Islam encourages its people to have jobs based on two dimensions of efficiency, namely external and internal. External efficiency is defined as a power that can be interpreted as a type of work. Internal competence is defined as a trustworthy or honest and trustworthy character or belief. One of the factors that determine the success of a business is efficiency, without efficiency you can imagine the many problems faced in the organization. Especially if the business being run is a business with large capital with a wide operating area. To improve employee efficiency.

Regarding the ability of human resources to manage sharia hotels, a religious leader, namely the Head of IKMI Riau in a Focus Group Discussion (FGD), said; "One of the factors that determine the increase in the performance of the sharia hotel business is the availability of quality human resources and infrastructure support. The quality human resources needed by sharia hotel management are those who scientifically know the concept of sharia economics, and psychologically they have a high Islamic spirit. ."

This means that human resources who only understand the science of sharia hotel management and sharia economics, but do not have a high Islamic spirit, then their knowledge seems to have no spirit. In such a way that in his daily activities he lacks a sense of belonging and a sense of responsibility for the progress of Islamic hotels. This statement is in line with the view conveyed by the Head of the Pekanbaru City Islamic Da'wah Council (MDI), he argues that "So efforts to provide qualifications for human resources to manage sharia hotels in the future, are primarily aimed at efforts to improve not only related to expertise and skills. Of course, but what is more important is related to a deep moral and business ethical commitment to the profession he is engaged in.

Understanding and realizing unrealistic religious moral values is an absolute requirement for future sharia hotel managers. By understanding the scope of the problems that occur and the policies that have been implemented, in order to shape the quality of human resources for sharia hotels, it is necessary to focus on efforts that lead to increasing understanding of relevant aspects, such as sharia hotel management.

The resolution offered in the Focus Group Discussion (FGD) is a serious effort needed in the framework of developing sharia hotels in the future. First, improving the quality of human resources in the field of Islamic hospitality. One of them is the need to develop an education system that integrates the theory and practice of sharia hotels in an effort to improve the integrity of sharia hotels in the community. Second, there needs to be a more progressive effort from all parties with an interest in the existence and development of sharia hotels, both from the government, academics, hotel companies, especially academics.

## 6. CONCLUSION

The employee recruitment process at the Riau sharia hotel chooses to use a closed method by prioritizing moral values (attitudes) and employee honesty. Sharia hotel human resources in Riau Province have efficiency to improve employee performance. that sharia hotels in Riau Province have the ability to improve employee discipline. that the Syariah Hotel in Riau has conducted education and training. Training and development programs are one of the important activities that organizations invest in human resources.

## 7. SUGGESTION

There needs to be a more progressive effort from all parties (stakeholders) with an interest in the existence and development of sharia hotels in the future in Riau province.

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