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Relationship Between Islamic Human Resources Management (IHRM) Practices and Organizational Justice: An Empirical Study

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Abstract

Purpose – This study analyzes the influence of Islamic Human Resources Management (IHRM) practices on Organizational Justice, with Islamic Remuneration and Compensation as a moderator.

Design/methodology/approach – A quantitative approach using primary survey data collected from employees of Islamic financial institutions in Indonesia. Hypotheses tested via Structural Equation Modeling with Partial Least Squares (PLS-SEM). The measurement model confirms validity, reliability, and discriminant validity for all constructs, including factor loadings, composite reliability, and the Fornell-Larcker criterion.

Findings – Islamic Recruitment and Selection has a significant positive effect on Organizational Justice. Islamic Training and Development shows no significant direct effect. Islamic Remuneration and Compensation significantly affects Organizational Justice and successfully strengthens the positive relationship between Islamic Recruitment and Selection and Organizational Justice. The research model demonstrates strong explanatory power for variance in Organizational Justice, with a substantial R-squared

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