

Analyze the Implementation of Remuneration an Islamic Perspective at Supermarket Sakinah Surabaya

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ABSTRACT

This study aims to analyze the implementation of remuneration from an Islamic perspective at Sakinah Supermarket Surabaya. The type of research that is appropriate is qualitative research. The approach used in this research is the case study method. Data collection was carried out through the stages of observation, interviews, and documentation. After data collection, data interpretation and validation were carried out. The results of this study indicate that the system and principles of wages at Sakinah Supermarket are by several Islamic principles. Remuneration is not only given in the form of money but also emphasized on support services and heart-to-heart relationships between employees. In addition, employees make work a part of worship. This can be seen from the routine activities in the form of *halaqah* and ease of worship. Islamic principles that have been implemented, such as fair, transparent, and equal. This study found that the wages received are a form of reciprocity for work and behavior at work. So that workers can carry out all the provisions of the company properly and precisely. Meanwhile, employers can provide opportunities for workers to be able to negotiate regarding the wages they will receive to create decent and fair wages for workers.

Keywords: Cooperative, Decent, Fair, Remuneration, Islamic Concept, Remuneration System

INTRODUCTION

The issue of wages and employment has always been a hot topic, both at the local, national, and international levels. This can be due to the many interrelated interests in it, such as the government, employers, workers, and investors. Labor is a very important factor in production (Estola, 2017). The remuneration is in the form of wages. In a broader sense, wages are paid for work performed by workers. In a narrower sense, wages can be defined as the amount of money paid by employers to workers according to the contract (Hoque, 2017).

Workers are always under threat of unfair and discriminatory behavior so they need protection from the state in the form of laws and regulations (Ferricha, Luth, Budiono, & Sihabuddin, 2014). Moreover, after the Asian financial crisis, income inequality tends to widen in Indonesia (Prabowo, 2021). Inequality is ultimately expected to help drive economic growth. However, continued income inequality will hamper economic growth in the future (Stiglitz, 2016).

Thus, for workers to get a living wage is a struggle. Although living wages have different meanings, this idea has the potential to unite all workers toward the same goal (Yao, Parker, Arrowsmith, & Carr, 2017). The goal is to ensure that even the most vulnerable workers can earn a decent living (Luce, 2017). In its development, more and more countries are looking for policy tools to deal with low-wage jobs.

Islam offers a very acceptable solution to the problem of remuneration based on fairness and equity and protecting the interests of employers and workers. Thus, it does not harm the interests of any party (Hoque, 2017). In the Islamic concept, wages are rewards received by workers. These benefits can be seen clearly from two perspectives, namely the monetary and non-monetary perspectives, in the sense that wages are based on the amount of money received by workers during a certain period, as well as the quality of life workers get after working (Mannan, 1997).

The results of Ferricha, Luth, Budiono, & Sihabuddin (2014) study regarding the wage rate of workers in the Islamic economic system show that the law of supply and demand for labor does not apply as a determinant of wages. The wages received by workers must be by their work abilities and the wages paid must be able to meet the needs of workers. In Islam workers and employers are partners or partners. Thus, a bond can be established between employers and workers so that employers respect workers as fellow Muslims. Based on data from the website of the Ministry of Religion of the Republic of Indonesia, in 2020 the Indonesian Muslim population will reach 229.62 million people or around 87.2 percent of Indonesia's total population of 269.6 million. This means that most of Indonesia's population is Muslim (Nirwana, Suman, Noor, & Wiguna, 2022). Someone who carries out Islamic law properly will carry out Islamic teachings, both ethics and law in everyday life, including in the implementation of the state (Kuran, 2009).

The values of Islamic teachings as the majority religion are widely accepted in Indonesian legal practice (Julita & Hasibuan, 2022). Many laws and regulations in Indonesia originate from Islamic teachings. This shows that Islamic teachings are one of the guidelines for law enforcement in Indonesia (Universitas Padjajaran, 2020).

In Indonesia, regulations related to wages have changed several times. In practice, every business entity that has management and employs workers is included in the scope of the company which is obliged to pay wages to employees (Botha, 2015). So basically, cooperative employees are workers or laborers, and cooperatives are employers. On the other hand, the Cooperative law does not stipulate a minimum limit for the amount of workers' salaries, benefits, and bonuses (Grillo, 2013). Thus, the provisions in the Labor

Law and its implementing regulations apply to cooperative employees as long as the Cooperative Law does not stipulate otherwise.

In 2021, the Central Bureau of Statistics released the most cooperatives in Indonesia. Cooperatives in East Java are the most cooperative based on their area, namely 22,845 units or around 17.86% of the total national cooperatives. One of the cooperatives located in the capital city of East Java Province is the Koperasi Pondok Pesantren Hidayatullah As-Sakinah which has been established since 1992. In its 31-year history, the Koperasi Pondok Pesantren Hidayatullah As-Sakinah has developed business activities ranging from procurement and sale of necessities to members to non-members, then until now, it continues to grow.

The presence of the Sakinah Supermarket opens jobs for the community. The absorption of this workforce plays an important role in reducing unemployment. One of the characteristics of this supermarket is that all of its employees are men. In addition, Sakinah Supermarket implements Islamic law, both in interactions with employees and consumers.

While existing research, including studies by Azizudin and Mokhtar (2019), Abbas (2006), and Hoque (2017), has delved into various facets of wage dynamics, the present study titled "Pay Analysis in an Islamic Perspective (Case Study of Sakinah Supermarket Surabaya)" was motivated by the centrality of wages in the employment landscape. This study is prompted by the absence of specific regulations pertaining to cooperative workers' wages in Indonesia, which could potentially have repercussions on labor rights in the long run. It is anticipated that this research will offer valuable insights to academics and policymakers alike, contributing to a comprehensive understanding of wage structures in Indonesia.

LITERATURE REVIEW

Wages

Wages are a fulfillment of rights in the form of payments obtained for all services provided by workers to employers. For workers, wages function as a guarantee for survival which is determined based on an agreement between workers and employers (Hafidhuddin & Tanjung, 2008). Meanwhile, for companies, wages function as a guarantee for the continuity of the company's production (Sinambela, 2016). The time of payment of wages means that wages must be paid on time so that there is no delay. Wages paid on time will have an impact on workers' trust in employers increasing and workers' concentration for the better. On the other hand, if wages are not paid on time, employee morale, morale, and ethics will decrease.

Wages from an Islamic Perspective

Wage determination in Islam is based on individual work results or work performance. Professionalism in the workforce is highly valued in Islam, because workers' wages are based on the skills and expertise of Azizudin and Mokhtar (2019). The concept of wages (*ujrah*) guarantees justice for all workers. The concept of wages in Islam can be applied in our lives. So all people need to follow and emulate it so that individuals get fair wages and legal justice in Islam. In the big Indonesian dictionary, justice is an adjective that shows impartiality, sticking to the truth, and proportionality. While the word justice in Arabic comes from the word *adala*, which in the Al-Quran is sometimes mentioned in the form of a command or the form of a new sentence.

According to Shihab (2005), there are at least four meanings of justice, namely "equal, balanced, attention to individual rights and giving those rights to their owners, who are attributed to God". In the Qur'an fair means proportional explained in QS. An-Najm verse

39. The verse affirms that a person's work will be rewarded according to the weight of his work. So, someone who understands the value will fulfill the employer's rights because he is aware of the reward he will receive.

Hiring in Islam is determined by God's will, mutual satisfaction, and level of effort (Abbas, 2006). Faith is important in worship as well as economic decisions, so it can cause differences in wage determination. The purpose of hiring is not only to pay the employee's rights. But more than that, hiring aims to achieve success both in this world and in the hereafter.

Thus, in Islam, the wages paid must be sufficient for the needs of clothing, food, and board and be in accordance with the labor market price. In addition, the relationship between the employer or entrepreneur and the employee is as a partner or partner. So, with that bond, both workers and entrepreneurs respect each other and fulfill their respective rights and obligations.

Value Theory in Islam

Islam strongly encourages its people to work and do good deeds because it is the basis for differences in human status and position in this world and the hereafter. Doing business in the world is a business that brings benefits, prevents harm, develops and grows the industry, and improves living standards. Work is a form of one's religious obligation in thinking, educating, acting, and staying away from evil and various kinds of evil. Work is the main basis for the economic value of goods, economic growth, and the use of natural resources. However, the price of these goods depends on the level of supply and demand for these goods while still observing the principle of fair prices and being within the corridor of government control and regulation (Az-Zuhaili, 2011).

RESEARCH METHOD

This study uses a qualitative research method with a descriptive approach, which focuses on a review of the theoretical literature related to the main research theme. A qualitative research approach is used to see the facts. This means that this research is not just a result that is seen. But the process and other facts that surround the process (Mason, 2002).

This research focuses in depth on a particular object under study as a case study. Case studies are in-depth studies of individuals that are relatively long-term, continuous, and use a single object (Furchan, 2004). Case study data can be obtained from all parties involved, in other words, the data in this study were collected from various sources (Nawawi, 2012).

Researchers conducted case studies as a theoretical basis when exploring something related to the subject. The theoretical basis mentioned in the previous chapter is expected to be able to show every step taken by researchers, such as when preparing interview guidelines when conducting interviews and gathering information from other relevant sources. The greatest advantage of case studies is the opportunity to conduct an in-depth investigation of the whole. This research is intended to analyze remuneration from an Islamic perspective and its implementation at Sakinah Supermarket Surabaya.

RESULTS

Remuneration System

The process of wage determination at As-Sakinah Supermarket is primarily overseen by the directors and management. A multifaceted approach is adopted in this regard, considering various aspects integral to the remuneration system. Notably, the strong

infusion of Islamic values within the supermarket's operations is a pivotal factor influencing the remuneration framework.

Central to the internal control mechanisms at As-Sakinah Supermarket is the practice of *halaqah*, a weekly activity that engages employees in a series of recitations, interpretations, and motivational discussions related to life. This practice fosters a heart-to-heart connection among employees, nurturing values of gratitude and loyalty. As articulated by one of the interviewees, the significance of *halaqah* extends beyond material support, resonating with a profound sense of emotional and spiritual fulfillment. This underscores the importance of cultivating a holistic approach to remuneration that transcends mere financial considerations.

Wages Principle

The principle of *ijarah* assumes a central role within the remuneration structure, encompassing two distinct categories: property *ijarah* and services *ijarah*, the latter often referred to as charity *ijarah*. Islamic teachings, as elucidated in the Qur'an and Hadith, underscore the significance of charity *ijarah* within the wage paradigm. The interviewee's response highlights the alignment of the remuneration framework with the teachings of the Qur'an and the Sunnah of the Prophet, anchoring it in a robust foundation. Operating within the framework of "muamalah" activities guided by Rabbani principles, the interviewee expounds upon the dual aspects of *Rabbani*, encompassing the source and goal. This conceptualization extends to *Rabbani Masail*, the instrument, further reinforcing the intrinsic alignment between the supermarket's remuneration practices and Islamic tenets.

The findings underscore the profound impact of incorporating Islamic principles into the remuneration system at As-Sakinah Supermarket. The practice of *halaqah* not only enhances the employees' sense of belonging but also fosters a harmonious workplace environment rooted in shared values. The holistic approach to remuneration, encompassing both material and spiritual dimensions, creates a unique sense of reciprocity and ethical responsibility among employees. Moreover, the emphasis on charity *ijarah* elucidates the supermarket's commitment to not only compensating employees for their services but also enriching their overall well-being in alignment with Islamic teachings.

DISCUSSION

Sakinah Supermarket is a retail business unit of the Koperasi Pondok Pesantren Hidayatullah As-Sakinah. It was conveyed by the human resource staff that the workforce or employees at the As-Sakinah Supermarket instill Islamic religious values, even since the recruitment process. With a total of 330 employees, both Minimarkets and Supermarkets, in May 2023. As-Sakinah Supermarket Management has a wage system that is guided by applicable laws but still adjusted to management needs.

The determination of wage rates is based on several functions, including ensuring a decent life for workers and their families, reflecting rewards for one's work, and as an incentive to encourage growth in worker productivity. The uniqueness of the values held by Sakinah Supermarket produces a system.

Form of Wages

The diverse forms of wages adopted at As-Sakinah Supermarket yield notable implications for both employee satisfaction and the overall organizational environment. Financial remuneration, encompassing components such as Basic Salary, Job Allowances, and Bonuses, reflects the supermarket's commitment to fairly compensate

employees for their contributions. The inclusion of a religious holiday allowance (THR) underscores the supermarket's recognition of religious practices, further strengthening the bond between employees and the organization. Moreover, the provision of opportunities for skills enhancement, with the supermarket bearing the associated costs, not only augments the skillset of employees but also fosters a sense of investment in their professional growth. This non-financial form of wage exhibits the supermarket's dedication to nurturing a knowledgeable and empowered workforce.

The incorporation of strong Islamic values into the wage framework is particularly noteworthy. The practice of *halaqah* serves as a unique non-financial incentive, offering a space for employees to engage in spiritual and ethical discussions. This not only contributes to their personal development but also nurtures a cohesive and harmonious work culture. The focus on values such as gratitude and loyalty, as fostered through *halaqah*, resonates with the Islamic principles of ethical conduct, further contributing to the creation of a spiritually enriching workplace environment.

The evaluation of promotions based on productivity is indicative of the supermarket's emphasis on recognizing and rewarding performance. However, the observation that competition for promotions is relatively low suggests the need for a comprehensive analysis of the promotion criteria and opportunities. While this practice may mitigate excessive competition, it also necessitates a balanced approach to ensure that deserving individuals have access to career advancement.

In summary, the diverse forms of wages at As-Sakinah Supermarket, encompassing both financial and non-financial components, reflect the supermarket's commitment to holistic employee well-being. These forms of compensation not only acknowledge employees' contributions but also align with Islamic values, fostering a sense of belonging, personal growth, and ethical responsibility. The unique blend of financial and non-financial incentives contributes to a harmonious and spiritually grounded workplace, which ultimately impacts employee motivation, job satisfaction, and organizational cohesion.

Wages Time

The timing of wage disbursement holds considerable significance for employees at As-Sakinah Supermarket, reflecting a crucial aspect of the supermarket's commitment to employee welfare. The consistent and punctual disbursement of wages has emerged as a key priority for the As-Sakinah Supermarket Management, as underscored by insights from the informants. This practice of providing wages on the last day of each month serves as a testament to the supermarket's dedication to ensuring that employees receive their rightful compensation in a timely manner.

The adherence to a fixed wage disbursement schedule, as described by the informants, not only underscores organizational efficiency but also contributes to the financial stability and well-being of the employees. The certainty associated with receiving wages on a consistent date fosters a sense of financial predictability and empowers employees to plan and manage their expenses accordingly. This predictability also eliminates any undue stress or uncertainty related to wage delays, thereby contributing to a positive work environment where employees can focus their energy on their tasks without distractions.

The commitment of As-Sakinah Supermarket to timely wage disbursement is further demonstrated through its proactive approach to unique circumstances, such as holidays. The supermarket's practice of advancing wages on red dates, as highlighted by the informants, showcases a flexibility that aligns with its employee-centric ethos. This flexibility not only ensures that employees have access to their wages on special

occasions but also signifies the supermarket's consideration of their individual needs and commitments.

The systematic and punctual disbursement of wages contributes to employee satisfaction and fosters a sense of loyalty toward the organization. By upholding its commitment to providing wages on time, As-Sakinah Supermarket establishes a foundation of trust and reliability, reinforcing the employees' perception of being valued and respected members of the organization. This, in turn, bolsters employee morale and dedication, ultimately translating into increased engagement and productivity within the workplace.

In conclusion, the conscientious approach to wages time demonstrated by As-Sakinah Supermarket reflects a multifaceted commitment to employee well-being, financial stability, and organizational harmony. By adhering to a predictable wage disbursement schedule and displaying flexibility during unique circumstances, the supermarket not only contributes to a positive work environment but also nurtures a sense of trust, satisfaction, and loyalty among its employees.

Financing Social Facilities or Services

The commitment of As-Sakinah Supermarket to employee well-being extends beyond mere remuneration, encompassing a range of comprehensive facilities and services. These offerings, each accompanied by its unique set of regulations, stand as a testament to the supermarket's holistic approach to nurturing a conducive and supportive work environment. Among the notable facilities and services provided are those that facilitate religious practices, promote health and well-being, and offer financial support.

Recognizing the importance of fostering a workplace that accommodates employees' religious commitments, As-Sakinah Supermarket diligently offers facilities that ease religious observances. These provisions are designed to enable employees to fulfill their religious duties without compromising their work responsibilities. The supermarket's commitment to creating an environment conducive to religious practices resonates with the principles of inclusivity and cultural sensitivity, contributing to a harmonious and accommodating workplace.

The well-being of employees remains a central concern for As-Sakinah Supermarket, as evidenced by the provision of health benefits. These benefits encompass a range of healthcare provisions, ensuring that employees have access to necessary medical care and services. This practice not only safeguards the health of employees but also reflects the supermarket's recognition of the intrinsic connection between employee well-being and organizational success. By prioritizing health, As-Sakinah Supermarket cultivates a motivated and resilient workforce poised to contribute effectively.

As-Sakinah Supermarket's commitment to supporting its employees extends to financial aspects, evident through the provision of employee loans. This offering underscores the supermarket's understanding of the occasional need for financial support among employees. By facilitating access to loans, the supermarket equips its employees with a mechanism to address unforeseen expenses or emergent financial challenges. This proactive approach not only alleviates potential financial stressors but also reinforces the supermarket's role as an enabler of employee financial resilience.

The diverse range of facilities and services provided by As-Sakinah Supermarket underscores the supermarket's dedication to enhancing the overall quality of work life for its employees. These provisions extend beyond conventional compensation, contributing to a work environment characterized by inclusivity, health consciousness, and financial empowerment. By attending to these multifaceted needs, As-Sakinah Supermarket

nurtures a sense of belonging, loyalty, and motivation among its employees. This, in turn, translates into enhanced job satisfaction, increased productivity, and a harmonious organizational culture.

While the current study highlights the various facilities and services offered by As-Sakinah Supermarket, future research could delve deeper into understanding the perceived impact of these provisions on employee morale, job satisfaction, and performance. Exploring employee perspectives through surveys or interviews could provide valuable insights into the effectiveness of these offerings and potential areas for improvement. Additionally, comparative analyses with other organizations could shed light on best practices and inspire innovative approaches to enhancing employee well-being and engagement.

The Principle of Wages

Ijarah can be divided into 2, namely property *ijarah* and services *ijarah* or charity *ijarah*. Of the two types of *ijarah* that are widely mentioned in the Qur'an and hadith are charity *ijarah* contained in the wage aspect. As Muslims, when carrying out *muamalah* activities based on Rabbani principles. From the Rabbani principle, it can be broken down into 3 principles, namely fair, transparent, and equal.

Fair

The principle of fair wages in Islam transcends mere compensation; it embodies the concept of proportionality, where remuneration is commensurate with the efforts expended. Anchored in the ethos of work results and individual performance, Islamic tenets uphold labor professionalism as a cornerstone of wage determination (Azizudin & Mokhtar, 2019). This ethos, while championing equitable rewards, is equally attuned to the socio-economic realities of workers.

Ensuring wages meet the essential livelihood requirements is an imperative underscored by Islamic teachings, exemplified by the Quranic injunction in Al-Baqarah verse 233. Islam's approach extends beyond establishing a minimum wage threshold; it aspires for wages to encompass the means for a dignified existence. This sentiment is poignantly captured by the conviction that the compatibility of earned wages with one's contributions mirrors the inherent fairness of the system. For the workforce, this translates into a tangible recognition that their labor not only sustains their own well-being but also nurtures the welfare of their families, cultivating a profound sense of purpose and responsibility within the realm of labor.

Moreover, the compatibility of wages with the value of work performed fosters an equitable differentiation among workers (Harahap, Rahayu, & Pohan, 2023). Such differentiation acknowledges the unique contributions of each individual, underlining the distinction between one worker and another. This acknowledgment resonates deeply with employees, reinforcing the belief that their earned wages directly correlate with their dedicated efforts, reinforcing their sense of economic stability and security, and enabling them to meet the necessities of daily life and familial responsibilities.

Transparent

Transparency stands as a fundamental principle in the remuneration framework within an Islamic context. This principle reflects the ethical imperative that employers openly communicate the compensation details to their employees, ensuring that there is absolute clarity regarding their earnings. The spirit of transparency extends beyond the mere financial transaction; it encompasses a comprehensive understanding of job roles, responsibilities, and corresponding remuneration. This commitment to clarity not only fosters trust and mutual respect between employers and employees but also serves as a means to protect the rights of workers within the labor ecosystem.

In the pursuit of transparent remuneration, explicit communication regarding wage structures becomes pivotal. The principle underscores that employees should be fully informed about the remuneration they can expect upon fulfilling their work commitments. This transparency may manifest through formal agreements, whether verbal or documented, that outline the financial arrangements associated with the work performed. However, the necessity of providing wage information can vary based on the nature of work, with some roles inherently involving standardized fees and payments. The historical evolution of employment contracts within As-Sakinah Supermarket highlights the significance of transparent wage determination. Prior to 2008, the absence of standardized human resource management regulations resulted in varying employment terms for each worker, underscoring the need for a unified approach to ensuring transparent and equitable remuneration practices.

In essence, the transparent principle enshrines open dialogue and equitable disclosure as cornerstones of a just remuneration system (Ibrahim, Salam, Syahminan, & Fitria, 2020). By fostering a culture of transparency, employers not only honor the rights of their workforce but also contribute to an environment of fairness and accountability in the realm of labor relations.

Equal Remuneration

The principle of equal remuneration in Islam underscores a fundamental parity in the relationship between workers and employers, where each party holds reciprocal rights and responsibilities. Within the Islamic framework, equality transcends distinctions of gender, ethnicity, or background, focusing instead on the equitable recognition of individual contributions and endeavors. This ethos is rooted in the Quranic principle that upholds differences based on actions and efforts rather than innate characteristics, as evidenced in Al-Quran An-Nisa verse 32. This principle embraces the notion that variations in wages, reflective of varying capabilities, are permissible and can be facilitated through incentive-based payment systems, allowing for greater rewards to those who excel.

At As-Sakinah Supermarket, the principle of equal remuneration aligns with the predominantly male workforce, driven by the belief that men serve as the familial pillars and bear the responsibility of providing sustenance. However, it is essential to acknowledge that financial considerations, such as maternity and menstruation leaves for women, contribute to this distinct distribution of roles. While the supermarket adheres to the tenets of equal remuneration based on contributions, it also takes into account practical considerations that stem from societal and economic factors. This interplay between Islamic principles and pragmatic considerations underlines the complex landscape within which equal remuneration is practiced.

In essence, the principle of equal remuneration within the Islamic context emphasizes a balance between recognizing individual worth and addressing practical realities (Syed, 2008). By appreciating contributions based on merit, while also considering contextual factors, employers can ensure a just and equitable remuneration system that aligns with both religious ideals and the nuanced dynamics of the modern world.

CONCLUSION

In conclusion, As-Sakinah Supermarket, operating as a retail business unit under Koperasi Pondok Pesantren Hidayatullah As-Sakinah, has demonstrated a strong commitment to infusing Islamic values into its operational framework. This ethos is evident not only in the day-to-day conduct of employees but also in the very process of their recruitment, where adherence to Islamic principles plays a central role. The wage

system and principles adopted by As-Sakinah Supermarket align with key Islamic tenets, reflecting a comprehensive approach that extends beyond monetary compensation. The concept of remuneration is enriched through the incorporation of support services and the cultivation of sincere interpersonal relationships among employees, emphasizing a holistic perspective where work becomes an integral facet of worship.

Central to this dynamic is the regular practice of *halaqah*, fostering a sense of spiritual connectedness and gratitude among the workforce. Moreover, the organization acknowledges the significance of individual autonomy in worship, allowing employees the freedom to engage in religious practices. Notably, the employment of an all-male staff is rooted in the belief that men serve as the familial bedrock. This choice, however, is also underpinned by pragmatic considerations such as the need for maternity and menstruation leave for female employees.

While this study provides valuable insights into the intersection of Islamic principles and wage practices at As-Sakinah Supermarket, certain aspects remain unexplored. Notably, the research does not delve into an analysis of a living wage for employees, particularly within the context of cooperatives. Future investigations could delve deeper into this aspect, offering a more comprehensive understanding of the financial well-being of workers and the organization's efforts to uphold Islamic principles while ensuring equitable compensation.

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DECLARATION OF CONFLICTING INTERESTS

The purpose of this study is for academic only and there is no personal interest from authors.

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