

## Employee Recruitment and Development Process: Implementation of Islamic Values

Nazifah Husainah<sup>1\*</sup>, Maswanto<sup>2</sup>, M Yusuf<sup>3</sup>, Nur Hidayah<sup>4</sup>, Muhammad Dipo Alam Panai Putra<sup>5</sup>

<sup>1,2,3,5</sup>Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Jakarta,

<sup>4</sup>Program Studi Manajemen, Fakultas Ekonomi Universitas Muhammadiyah Yogyakarta

**Corresponding Author:** Nazifah Husainah [nazifah.husainah@umj.ac.id](mailto:nazifah.husainah@umj.ac.id)

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### ABSTRACT

This study aims to determine the implementation and suitability of employee recruitment and development applied at Islamic banks in South Tangerang with Islamic values. This research included qualitative descriptive research. Data collection techniques used by means of interviews and documentation. The results showed that the recruitment process at Bank Islam in South Tangerang used a closed method by prioritizing moral values (attitudes) and honesty of these employees. In recruitment that uses closed methods is also less in accordance with Islamic values because it tends to lead to elements of nepotism. So that the employee recruitment process is still less selective. From the employee development process at the Bank, Bank Islam in South Tangerang really realized that valuable assets in the company are employees within the company environment. Training and development applied to Bank Islam in South Tangerang not only prioritizes the potential and quality of employees, but Bank Islam in South Tangerang also provides training and development in the form of moral and spiritual.

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## **INTRODUCTION**

Currently, with the era of globalization, the role of human resources is very important for development, especially for developing countries. A fact that cannot be denied, that the so-called era of globalization can no longer be contained, Indonesia has felt the impact of the large unemployment rate caused by the lack of jobs that are not balanced with the number of job seekers, both from vocational high school graduates, high schools, and even from undergraduates. To be able to continue to compete in global competition, we are required to be superior human resources and have the qualifications needed in the world of work, generally including science, skills and attitudes.

Although there are always job opportunities, both from government and private institutions that provide job opportunities, it still cannot accommodate the large number of job seekers. Only reliable and outstanding human resources can be a competitive advantage for developing countries such as Indonesia to benefit from the globalization era.

Human Resources are very dominant in organizational life, therefore human resources need to be understood and handled seriously, if expected to increase productivity in an effort to realize organizational goals. Human resources must be attracted, selected and placed appropriately, then developed to increase their knowledge and skills and motivated to benefit the survival of the organization.

The goal of attention to human resources is to create an effective and efficient work unit and that will only be possible if managers in the organization do not neglect personnel functions. The main activity on human resource management is the procurement of human resources (HR). This is in the form of activities to compile programs for withdrawal, selection, and placement of workers. From this series of activities, there is no doubt that the labor recruitment process is very important.

Recruitment involves the search and withdrawal of a number of potential employees who will be selected to meet the needs of the organization. This is because the right employee recruitment activities will produce a workforce with maximum capabilities, and this greatly benefits the organization as a whole.

In the Islamic view everything should be carried out neatly, correctly, orderly, and orderly. The processes must be followed properly, precisely, and sincerely in accordance with Islamic values. Islamic management is the process of planning, organizing, directing, supervising, all of which are based on Islamic creeds (Quran and Al-Hadith).

However, even though recruitment activities have been carried out well, it does not rule out the possibility of incompetent employees. This provides a reason for employee development to improve the quality of employees and develop the potential of these employees. Humans are planners, actors, controllers, and actualizers of development. Therefore, the development of the quality of human resources is the main key to development. Islam gives a very deep attention and view to the development of human resources. Human resource development is a continuation step of the labor supply process which basically aims to ensure and maintain the available workforce still meets the

required qualifications so that it is in line with the company's strategic planning and company goals can be achieved as planned

Based on the research focus that has been determined, the formulation of this research problem is:

How is the implementation of Islamic values in the recruitment process at Bank Bank Islam in South Tangerang? How is the implementation of Islamic values in the employee development process applied at Bank Bank Islam in South Tangerang?

This study aims to determine the implementation and suitability of employee recruitment and development applied at Islamic banks in South Tangerang with Islamic values. . The urgency of this research is expected to benefit scientific development and also benefit Islamic banks in South Tangerang.

## LITERATURE REVIEW

Recruitment according to Amirullah and Imam Hardjanto (2008; p. 43), Labor withdrawal is a process or action carried out by companies to get additional workers through several stages that include identification and evaluation of sources of labor withdrawal, determining the need for necessary manpower, the process of selection, placement, and orientation of labor. Recruitment aims to provide enough manpower so that managers can select employees who meet the qualifications they need. According to Jusmaliani Recruitment (2011: pp. 79-80) is the process of finding and attracting applicants who are able to be hired. This process begins when potential applicants are sought and ends with a number of incoming applications. The role of recruitment is to find a number of new applicants who can immediately be drawn to work when the organization requires it. So, the result of the recruitment process is a pool of qualified applicants so that they are ready to be screened through the selection stage. Recruitment activities are designed to affect three things, first the number of human resources who apply, second the type of HR who apply, and third the likelihood that applicants will accept the position offered. To get prospective workers who meet the needs of the company, it is done through labor. This process starts from job analysis and human resource planning, until withdrawal is carried out using effective withdrawal methods.

In the Islamic view, everything should be done neatly, correctly, and in an orderly manner. The processes must be followed properly. Things can't be done perfunctorily. Recruitment requirements should be clearly stated to applicants, including job requirements, job criteria to be carried out. Including applicants, it is expected to provide information in accordance with capacity, capability and interest (interest). Applicants should not apply for jobs beyond their means, and work beyond their capacity.

Employee recruitment sources

1. Internal Recruitment is the supply of labor from within the organization or company to meet demand due to vacant positions. These internal labor market conditions are, in fact, highly influential on recruitment

policy. The effect is often direct in the sense that certain vacancies are impossible to be filled by workers from outside, especially in terms of the skills / expertise needed to fill the position. In addition, the internal labor market is very important in its influence, because organizations / companies are obliged to carry out promotion, transfer and various other activities in the context of career development of employees.

The weakness of internal recruitment is called the ripple effect where when the workforce occupying a new position will cause the workforce to be replaced by psychological effects that can be said to be uncomfortable. As a result, the productivity of both new and old workers will not necessarily increase related to this effect. Unless the position occupied by the internal workforce is a new position so that no old workers are replaced, for example when a new branch or new department is opened in the company / organization, then this ripple effect may be avoided

2. External recruitment is the process of obtaining labor from the labor market outside the organization / company. Recruitment is carried out because of business development, so organizations / companies need new workers to get fresh *gaagasan*. In addition, it may also be done to equip the workforce owned to carry out work effectively and efficiently

Human resource development is a program specifically designed by an organization with the aim of assisting employees in improving their abilities, knowledge and improving their attitudes. According to Malayu S.P Hasibuan (2013: pp. 242-243) development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job / position through education and training. Education improves the theoretical, conceptual, and moral skills of employees, while training aims to improve the technical skills of carrying out employees' work. According to Robert L. Mathis and John H. Jacksonp. 350), development represents efforts to improve employees' ability to improve beyond the capabilities required by the current job. Development is different from training. Training for executive (technical) employees and supervisors. While the term development is intended for employees at the management level, Islam encourages training for employees with the aim of developing the competence and technical ability of employees in fulfilling their job responsibilities. The Prophet gave training to those appointed to deal with the problems of the Muslims, and provided them with advice and some guidance. The goals of the company or organization will be achieved well, if employees can explain their tasks efficiently. Therefore, to improve the employability of employees, companies or organizations must run employee development efforts. So the purpose of employee development is to improve the effectiveness of employee work in achieving predetermined work results. Improvement of work effectiveness can be done by improving employee knowledge, employee skills and the attitude of the employees themselves towards their duties. Employee development aims and benefits the company, employees and consumers or the community who consume the goods / services produced by the company

Islamic values view there are two types of values in the practice of human actions, namely religious values and cultural values.<sup>1</sup> Islam is a treatise (messages) handed down by God to the Prophets and Apostles as instructions and guidelines containing perfect laws to be used in maintaining the procedures of human life, namely regulating man's relationship with his Khalik.

As a source of value, Islam provides guidance, guidance and encouragement for humans in creating and developing culture and providing solutions to all problems of life and life. It contains provisions of faith, worship, mua'malah, and patterns of behavior in dealing with fellow beings that determine the process of thinking, feeling and forming the heart. Islam contains three main components that are structured and cannot be separated from one another. The three components are as follows:

Aqidah means belief, the belief of something believed by the heart, the belief held by the bergama people. Aqidah tawhid as truth is the foundation of faith for a Muslim. That fundamental belief underpins all behavior, shapes and gives its life the complexion and color in relation to other beings and its relationship with God. In relation to God,

aqidah gives clarity about the God he worships in whose hands the fate of all beings is determined. To achieve this level of nobility one must believe in six joints better known as the pillars of faith, namely: faith in God, faith in the angel of God, faith in the Messenger of God, faith in the last days, faith in the book of God, faith in God's destiny

Shari'a Etymologically "Shari'a" means the way, rules, provisions, or laws of Allah SWT. Shari'a is a rule or law of Allah that is the procedure for regulating human life in conducting relationships with Allah, fellow humans, and the surrounding nature to achieve Allah's pleasure, namely salvation in the world and the hereafter.

Sharia are laws that regulate human relations with Allah SWT and with creatures, in which there are two elements, namely Worship and Muamalah. Worship has a broad meaning, it includes everything that becomes a human activity in worshipping Allah SWT

Akhlaq is man's act on the basis of his duty to Allah towards man, to himself and nature. Included in this is morality towards Allah including tawhidkan.

## **METHODOLOGY**

The research that the researchers conduct is a type of field research that intends to study intensively about the background of the present situation, and the environmental interactions of a social unit: individual, group, institution, or society.<sup>14</sup> This research is descriptive in nature that gives as careful a picture as possible about a particular individual, condition, symptom, or group. In this study to find out the extent of the implementation of Islamic values in the recruitment and development process of employees at Islamic banks in South Tangerang.

The approach used in this study is a qualitative approach aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of individuals and groups.<sup>15</sup> This approach is used because the data obtained is descriptive data in the form of written and spoken words from the resource persons and in the form of observed behavior.

The approach taken by the researcher is to describe the extent of the implementation of Islamic values in the recruitment and development process of employees at Islamic banks in South Tangerang

The data used as sources in this study are:

Primary data are data obtained directly from the community through interviews, observations, and other tools.<sup>16</sup> The primary data source in this study is through interviews. The author will interview with the head of the islamic bank branch in South Tangerang to explore information about the recruitment and employee development process at the islamic bank in South Tangerang.

Secondary data is research data obtained by researchers indirectly but through intermediaries. This research uses secondary data, namely data obtained from books, magazines, scientific papers, and documents used to answer problems in research.

## **RESEARCH RESULT AND DISCUSSION**

Employee recruitment is one of the pillars in Human Resource Management (HRM) in a company and in an institution, which aims to find and obtain competent Human Resources (HR) in their fields. In addition to having competencies that match their jobs, these human resources are also expected to have a culture or culture that is in line with the company's vision and mission, which in the HR world is known as "job fit and culture fit".<sup>1</sup> Job fit means that the competencies possessed by prospective employees are in accordance with the job specifications needed by the company. Culture fit means that the character of the applicant is in accordance with the culture of the company. By having fit in human resources, both in work and corporate culture, human resources at the Islamic bank in South Tangerang are expected to become assets that are able to support the achievement of business targets that have been set.

In Islamic recruitment there are so-called sharia criteria. Specific criteria agreed upon by management based on the values and culture applied by the Islamic bank Bank in South Tangerang. Such as: Muslims / Muslim women, dressed in Muslim clothes, and preferably someone who has high integrity to preach the practice of sharia.

As an Islamic-based financial institution, in addition to providing general requirements on job application letters, Islamic banks in South Tangerang provide special requirements to prospective employees who will apply. Having to be Muslim is a mandatory requirement for employees, especially for female employees are required to wear clothing that covers the aurat. As an employee who works in sharia-based institutions, he must show Islamic nuances so that at a glance one can guess that he works in a sharia institution. It is expected that

employees who work at Islamic banks in South Tangerang always appear polite, clean, neat, and elegant. Because it can reflect a person's personality.:

Analysis of Employee Development Process at Islamic Bank in South Tangerang

Employees who have been working in a company or institution for a long time, including new employees, generally have competencies according to the education they take as well as the experience they live. However, it is not uncommon for them, especially new employees, not to have the full ability to carry out the job duties that are their responsibility. They need further training and development to be able to move professionally so that they can get the job done more efficiently and effectively.

This development process is no less important than other processes, because with good development, it will be reflected on the good side of the company as well, and vice versa if in a company the development process is bad it will have a negative impact on the company both internally and externally the company.

Islamic banks in South Tangerang have not forgotten the Islamic culture in the process of employee development. In addition to conducting training, seminars, and career paths carried out by companies in general, Islamic banks in South Tangerang also conduct religious studies activities and the application of sharia applications which are held every Tuesday. This activity must be followed by all employees without exception, because the holding of this activity can strengthen employee relationships with one another. This is an important aspect of meeting the needs of those who are non-material (psychological, spiritual). If these spiritual needs can be met, it will encourage and motivate employees to work more optimally. The employees do it all with sincerity and enthusiasm to help each other.

Training is considered very important because it will improve one's knowledge.

## CONCLUSIONS AND RECOMMENDATIONS

1. Bank Islan in South Tangerang provides special requirements for prospective employees who will apply, including mandatory Muslim religion, for female employees must dress Muslimah, include SKKB, etc. In screening prospective employees of Islamic banks in South Tangerang, they chose inner competence, because they were considered to highlight Islamic values, including honesty and trustworthiness. So it will be able to make it easier to achieve one of the company's goals, namely carrying out Islamic da'wah. But on the other hand, this inner competence is less competent because prospective employees who have more academic skills tend to get less places. In recruitment that uses closed methods is also less in accordance with Islamic values because it tends to lead to elements of nepotism. So that the recruitment process of employees at Islamic banks in South Tangerang is still less selective.
2. Training and development applied to Islamic banks in South Tangerang not only prioritize the potential and quality of employees, but Islamic

banks in South Tangerang also provide training and development in the form of moral and spiritual. As an Islamic-based financial institution, Islamic banks in South Tangerang also motivate employees with the phrase "To be an exceptional employee do what ordinary employees do not do". What is meant by extraordinary here is to do things related to Islamic rules and rarely even never done by employees in other companies, including performing dhuha prayers, tahajud, fasting sunnah Monday Thursday, etc. In other words, BMT Muamalat Limpung does care about existing stake holders by providing several training processes, education and employee development that aim to educate employees and advance the company in the future.

### **ADVANCED RESEARCH**

This research still has limitations so it is necessary to carry out further research related to the topic "Employee Recruitment and Development Process: Implementation of Islamic Values" to perfect this research, as well as increase insight for readers.

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