

## EMPLOYEE RECRUITMENT AND DEVELOPMENT PROCESS (IMPLEMENTATION OF ISLAMIC VALUES)

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### Abstract

This research aims to determine the implementation and suitability of employee recruitment and development implemented at Islamic banks in South Tangerang with Islamic values. This research includes qualitative descriptive research. Data collection techniques used were interviews and documentation. The research results show that the recruitment process at Islamic banks in South Tangerang uses a closed method by prioritizing the moral values (attitude) and honesty of the employees. Recruitment using closed methods is also less in line with Islamic values because it tends to lead to elements of nepotism. So the employee recruitment process is still less selective. From the employee development process at the Islamic Bank in South Tangerang, we really realize that the valuable assets in the company are the employees within the company environment. The training and development implemented at Bank Bak 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 aspects. By having efficient and unified employees, it will not be difficult for a company to achieve success.

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**Keywords:** *Employee Recruitment and Development Process: Islamic values*

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### 1. INTRODUCTION

Currently, in the era of globalization, the role of human resources is very important for development, especially for developing countries. A reality that cannot be denied is that the so-called era of globalization can no longer be stopped, Indonesia is already feeling the impact, namely the large unemployment rate caused by the lack of job opportunities which is not balanced with the number of job seekers, both from vocational high school graduates and high school graduates, and even from undergraduate circles. To be able to continue to compete in global competition, we are required to become superior human resources and have the qualifications needed in the world of work, generally including knowledge, skills and attitudes.

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Even though there are always job opportunities available, both from government and private institutions that provide work opportunities, they still cannot accommodate the large number of job seekers. Only reliable and accomplished human resources can become a competitive advantage for developing countries like Indonesia to benefit from the era of globalization.

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

The target of attention to human resources is to create an effective and efficient work unit and this will only be possible if managers in the organization do not ignore personnel functions. The main activity regarding human resource management is the procurement of human resources (HR). This takes the form of activities to develop programs for attracting, selecting and placing workers. From this series of activities, there is no doubt that the labor recruitment process is very important.

Recruitment is concerned with the search and attraction of a number of potential employees who will be selected to meet the needs of the organization. This is because proper employee recruitment activities will produce workers with maximum abilities, and this is very beneficial for the organization as a whole.

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

However, even though recruitment activities have been carried out well, this does not rule out the possibility that there will be employees who are less competent. This provides a reason for employee development to improve employee quality and develop the employee's potential. Humans are planners, actors, controllers and actualizers of development. Therefore, developing the quality of human resources is the main key to development. Islam gives very deep attention and views to the development of human resources. Human resource development is a continuation step of the workforce supply process which basically aims to ensure and maintain the available workforce that continues to meet the required qualifications so that it is in line with the company's strategic planning and the company's goals can be achieved as planned.

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

1. How are Islamic values implemented in the employee recruitment process at Islamic banks in South Tangerang?
2. How are Islamic values implemented in the employee development process implemented at Islamic banks in South Tangerang?

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

## **2. IMPLEMENTATION METHOD**

The research carried out by the researcher is a type of field research which aims to intensively study the background of the current situation and the environmental interactions of a social unit: individuals, groups, institutions or society. 14 This research is descriptive in nature which provides as accurate a picture as possible, regarding an individual, situation, symptom, or particular group. This research aims to determine the extent to which Islamic values are implemented in the employee recruitment and development process at Islamic banks in South Tangerang.

The approach used in this research is a qualitative approach aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of people individually and in groups. 15 This approach is used because the data obtained is descriptive data in the form of words, written and spoken words from the source as well as observed behavior.

The approach that the researchers took was to describe the extent to which Islamic values were implemented in the employee recruitment and development process at Islamic banks in South Tangerang.

The data used as a source in this research is primary data, which is data obtained directly from the community, either through interviews, observation and other tools. 16 The primary data source in this research is through interviews. The author will interview the head of the Islamic Bank branch in South Tangerang to find out information regarding the employee recruitment and 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 works and documents used to answer research problems.

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### **3. RESULTS AND DISCUSSION**

Employee recruitment is one of the pillars of Human Resources Management (HRM) in a company or in an institution, which aims to find and obtain Human Resources (HR) who are competent in their field. Apart from having competencies appropriate to their job, HR is also expected to have a culture that is in line with the company's vision and mission, which in the world of HRM is known as "job fit and culture fit".<sup>1</sup> Job fit means that the competencies possessed by prospective employees are appropriate with the job specifications required by the company. Culture fit means that the applicant's character matches the company culture. By having human resources that are fit in (suitable/suitable), both in terms of work and company culture, it is hoped that human resources at Islamic banks in South Tangerang will become assets capable of supporting the achievement of predetermined business targets.

In Islamic recruitment there are what are called sharia criteria. The specific criteria agreed upon by management are based on the values and culture implemented by Islamic banks in South Tangerang. Such as: Muslim/muslimah, wearing Muslim clothing, and preferably someone who has high integrity to preach sharia practices.

As an Islamic-based financial institution, apart from providing general requirements for job application letters, Islamic banks in South Tangerang provide special requirements for prospective employees who will apply. Must be Muslim is a mandatory requirement for employees, especially female employees are required to wear clothing that covers their private parts. As an employee who works in a sharia-based institution, he must show Islamic nuances so that at a glance people can guess that he works in a sharia institution. It is expected that employees who work at Islamic banks in South Tangerang will always appear polite, clean, neat and elegant. Because this can reflect a person's personality.

#### **Analysis of the Employee Development Process at Islamic Banks in South Tangerang**

Employees who have worked for a company or institution for a long time, including new employees, generally have competencies according to the education they have taken and the experience they have had. However, it is not uncommon for some of them, especially new employees, to not have the full ability to carry out the work tasks that are their responsibilities. They need further training and development to be able to carry out professional activities so they can complete their work more efficiently and effectively.

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

Islamic banks in South Tangerang do not forget Islamic culture in the employee development process. In addition to conducting training, seminars and career development carried out by the company in general, Islamic banks in South Tangerang also carry out religious study activities and the application of sharia applications which are held every Tuesday. This activity must be attended by all employees without exception, because holding this activity can strengthen the relationship between one employee and another employee. This is an important aspect to fulfill their non-material (psychological, spiritual) needs. If these spiritual needs can be met, it will encourage and motivate employees to work more optimally. The employees do all this with full sincerity and enthusiasm for helping each other. Training is considered very important because it will increase a person's knowledge.

#### 4. CONCLUSION

1. Bank Islan in South Tangerang provides special requirements for prospective employees who will apply, including being required to be Muslim, female employees must wear Muslim clothing, including SKKB, etc. In screening prospective bank employees, Islamic banks in South Tangerang chose inner competence, because it was considered to emphasize Islamic values, including honesty and trustworthiness. This will make it easier to achieve one of the company's goals, namely carrying out Islamic da'wah. However, on the other hand, internal competence is less competent because prospective employees who have more academic skills are less likely to get a place. Recruitment using closed methods is also less in line with Islamic values because it tends to lead to elements of nepotism. So the employee recruitment process at Islamic banks in South Tangerang is still less selective.
2. The training and development implemented at Islamic banks in South Tangerang not only prioritizes the potential and quality of employees, but Islamic banks in South Tangerang also provide moral and spiritual training and development. As an Islamic-based financial institution, Islamic banks in South Tangerang also motivate employees with the phrase "To become an extraordinary employee, do what ordinary employees don't do." What is meant by extraordinary here is doing things that are related to Islamic rules and are rarely or even never done by employees in other companies, including carrying out midday prayers, tahajud, sunnah fasting on Mondays and Thursdays, etc. In other words, BMT Muamalat Limpung really cares about existing stakeholders by providing several training, education and employee development processes which aim to educate employees and advance the company in the future.

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