

Implementation of Islamic Values in The Employees Recruitment Process

Implementasi Nilai-nilai Islami pada Proses Rekrutmen Karyawan

Sri Budi Cantika Yuli, Novi Primita Sari

ABSTRACT

This study aimed at determining the implementation of Islamic values in the recruitment process (Case Study at University of Muhammadiyah Malang-UMM). This research applied qualitative method through a phenomenological approach. The informants of this study were (1) University Leaders; (2) Employees. Further, the data collected were analyzed using qualitative data analysis techniques, namely: Data Reduction, Data Presentation, and Conclusion Drawing. The results of this study indicated that the recruitment process at UMM: 1) in accordance with Islamic values sourced from the Qur'an and Hadith; 2) UMM leaders have accomplished the mandate that was showed in selecting employees and establishing the law fairly according to Q.S. An Nisa [4]: 58 and Q.S. Al Maidah [5]: 8. UMM Leaders appoint the most worthy and appropriate employees as in Q.S. An Nisaa [4]: 59; 4) UMM leaders choose employees of the highest quality selectively in accordance with the words of the Prophet Muhammad in HR. Baihaqi; 5) UMM Leaders choose capable and trustworthy employees according to Q.S. Al Anfaal [8]: 27.

Keywords: Islamic values, recruitment process, employees, Islamic human resources management

ABSTRAK

Signifikansi penelitian ini adalah bagaimana nilai Islami diterapkan dalam proses rekrutmen karyawan di Universitas Muhammadiyah Malang (UMM). Penelitian ini menggunakan metode kualitatif dan pendekatan fenomenologi. Metode pengumpulan data dilakukan melalui wawancara mendalam, observasi dan dokumentasi. Informan dari penelitian ini meliputi Pimpinan Universitas dan Karyawan. Teknik analisis data kualitatif yang digunakan dalam penelitian ini adalah analisis Reduksi Data, Penyajian Data, dan Penarikan Kesimpulan. Berdasarkan hasil penelitian diketahui bahwa Proses rekrutmen sebagai bagian dari fungsi Manajemen Sumber Daya Insani (MSDI) yang dilakukan di UMM sudah sesuai dengan nilai-nilai Islami yang bersumber dari Al Qur'an dan Hadits. Di lihat dari sisi Pimpinan Universitas sudah melaksanakan amanah rekrutmen dengan diwujudkan dalam memilih karyawan secara adil sesuai Q.S. An-Nisa' [4]:58 dan Q.S. Al-Maidah [5]:8. Pimpinan Universitas dalam mengangkat karyawan yang paling layak dan sesuai seperti dalam Q.S. An-Nisa' [4]:59. Pimpinan Universitas dalam memilih karyawan berdasar kualitas terbaik secara selektif sesuai dengan sabda Rasulullah SAW dalam H.R. Baihaqi. Terakhir, Pimpinan Universitas dalam merekrut karyawan dipilih yang memiliki kapabilitas atau kemampuan yang sesuai dan memiliki karakter amanah sesuai Q.S. Al-Anfaal [8]:27.

Kata Kunci: nilai islami, proses rekrutmen, karyawan, manajemen sumber daya insani



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Author(s):

Sri Budi Cantika Yuli
Universitas Muhammadiyah Malang,
Indonesia
Email: cantika@umm.ac.id

Novi Primita Sari
Universitas Muhammadiyah Malang,
Indonesia
Email: noviprimita@umm.ac.id

Correspondence:

cantika@umm.ac.id

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1. Introduction

The practice of human resource management (MSDI) carried out by the Prophet Muhammad since the beginning of his mission began with the selection of persons invited to convert to Islam. Subsequently, the Prophet prepared human resources that had high loyalty to Islam, carried out the mandate (responsibility) well, and had an outward and physical commitment (Fahmi et al., 2013).

Higher education as an organization urgently needs employees who are creative, possess great performance, productive, and committed to achieving and maintaining competitive advantage (Malik & Naeem, 2011).

The role of employees for higher education is very important. The role of public administration employees, academic administrative staff, laboratory institutions, librarians, financial managers, security guards, and archivists greatly determines the process of education in higher education. Lecturers and students will not be able to work unaided, they definitely need employee service for their academic activities. Therefore, the quality of service for employees greatly defines the success of the implementation of the Tri Dharma of Higher Education, namely education and teaching, research and development and community service.

Human resource management that refers to the Qur'an and Hadith includes planning and recruiting qualified human resources, developing human resources to be competent, evaluating the performance of human resources, motivating and maintaining excellent human resources (Suyanto, 2008).

Raharjo (2011) stated that superior, intelligent and distinctive human resource management is as represented by the Prophet Muhammad. Superior is a situation where each person has the ability and good character and can be better than they already are, by being able to have intellectual intelligence (IQ), emotional intelligence (EQ), and spiritual intelligence (SQ). Smart is where people are aware and try to know what is most important to know and understand in life so they can be happy and safe in the world and in the hereafter.

The human resource management system at University of Muhammadiyah Malang (UMM) refers to the Regulation of University of Muhammadiyah Malang No. 01 of 2011 concerning the Principles of Employment and carried out in a planned and open manner in the sense of accommodating thoughts and views from institutions, entities, faculties, study programs and also considering general policies of the Muhammadiyah Central Leadership in this case the Muhammadiyah Central Board of Higher Education. The human resource management system includes (1) Planning, (2) Selection / Recruitment and Dismissal, (3) Employee Orientation and Placement, (4) Employee Career Development and (5) Remuneration, Retention, Awards and Sanctions.

In order to carry out a decent governance process, UMM is not merely assisted by a good management information system, but also 680 employees who work in UMM including librarians, laboratory staff/technicians/programmers, administration staff, and others: security guards/field workers. The significance of this study is on how Islamic values originating from the Qur'an and Hadith are applied in the recruitment process of employees at UMM.

A study conducted by Khan et al. (2010) revealed that HRM (Human Resources management) in an Islamic perspective is where Islam is used as a guide to the application of Islamic values in everyday life where Islam teaches several things, among others: the application of justice in treating equal employees regardless of their duties and position; every Muslim individual must practice Islamic values in the workplace; every Muslim individual must be honest, true, dedicated, superior, successful in life and work done in Islamic ethics.

Alkahtani (2014) in his research, also tried to understand and apply MSDI (Islamic Human Resources Management) based on Islamic principles. His research used a qualitative approach based on extensive reviews and found that MSDI based on Islamic principles can benefit organizations by facilitating employees to be in a healthy work environment, mutual trust, respect, consultation, knowledge sharing, creative, and innovation among employees. MSDI based on Islamic principles also helps resolve conflicts that arise between managers and owners. Islamic principles in the MSDI include: (1) Intention; (2) *Taqwa* (fear of God); (3) *Ikhsan* (perfection); (4) Fair; (5) Trustworthy; (6) *Siddiq* (truthfulness); (7) *Itqan* (precision); (8) Sincerity; (9) *Shura* (consultation/deliberation); (10) Patience.

2. Research Methodology

2.1 Types of Research

This research is qualitative descriptive, i.e. research on data collected and conveyed in the form of words and images, words arranged in sentences, for example sentences from interviews between researchers and informants. The reason for choosing qualitative methods is that qualitative approaches are frequently used to observe deeper in a social phenomenon including the study of management science (Indrawan & Yaniawati, 2016).

2.2 Research Approach

This study applied phenomenological approach by investigating experiences that are realized by respondents (conscious experience). Phenomenology reveals how humans experience life in the world. Qualitative phenomenological research can be completed through three phases of contemplation, namely apoche (giving parentheses), phenomenological reduction and dialectic thinking skills (Wirawan, 2012).

2.3 Data Analysis Techniques

This study used 3 (three) qualitative data analysis techniques, namely:

2.3.1 Data Reduction

The researcher took steps to summarize, selected the key concerns, focused on the important things, looked for themes and patterns, and omitted unnecessary ones. The process of data reduction was carried out by researchers continuously while conducting research to generate core records of data obtained from the results of data search.

2.3.2 Data Presentation

The researcher presented the data by explaining a set of structured information that gave the possibility of drawing conclusions. The researcher presented the data using this method for the reason that the data obtained during the qualitative research process are usually in the form of narratives, thus requiring simplification without reducing the contents.

The researcher displayed the data to be able to comprehend the overall picture or certain parts of the whole picture. At this stage, the researcher classified and presented data in accordance with the subject matter which began with the coding of each sub-issue

2.3.3 Conclusion Drawing

The researcher described the conclusions from the data that has been obtained. In the step of drawing this conclusion, the researcher looked for the meaning of the data collected by finding out the relationships, similarities, or differences.

Researchers made conclusions by comparing the suitability of statements from research subjects with the meaning contained in the basic concepts in this study.

3. Result and Discussion

The results of interviews with UMM Leaders discovered that the execution of employee recruitment was carried out by a team determined by the Rector's Decree involving the institution as a human resource quality assurance unit namely the Bureau of Human Resource Development (BPSDM) with the Bureau of Law and Employee Affairs based on Planning and Development of Education Personnel (P2TK). The guidelines and legal basis for implementing the employee selection system at UMM were determined by the Rector's Decree related to the selection assessment system, the formation of the Selection team, the microteaching assessment team, AIK selection, interviews and Psychological Tests.

The recruitment process and assessment system that has been implemented by UMM is in accordance with the principle of justice, such as the example of the Prophet, that the obligation of the leader to fulfill the mandate is manifested in selecting employees and establishing the law fairly, as stated in Q.S. An-Nisa' (4) verse 58:

إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا
بِالْعَدْلِ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ إِنَّ اللَّهَ كَانَ سَمِيعًا بَصِيرًا

Translation:

Indeed, Allah commands you to render trusts to whom they are due and when you judge between people to judge with justice. Excellent is that which Allah instructs you. Indeed, Allah is ever Hearing and Seeing.

The results of this study are in line with Alkahtani's research (2014) which states that one of the applications of Islamic principles in the MSDI process is to be fair, as the word of Allah SWT in Q.S. Al-Maidah (5) verse 8:

اِنَّ قَوْمٍ عَلٰى اَيُّهَا الَّذِيْنَ ءَامَنُوْا كُوْنُوْا قَوْمِيْنَ لِلّٰهِ شُهَدَآءَ بِالْقِسْطِ وَلَا يَجْرِمَنَّكُمْ شَنَاٰنَ اَلَّا تَعْدِلُوْا اَعْدِلُوْا هُوَ اَقْرَبُ لِلتَّقْوٰى وَاتَّقُوا اللّٰهَ اِنَّ اللّٰهَ خَبِيْرٌۢ بِمَا تَعْمَلُوْنَ

Translation:

O you who have believed, be persistently standing firm for Allah, witnesses in justice, and do not let the hatred of a people prevent you from being just. Be just; that is nearer to righteousness. And fear Allah; indeed, Allah is Acquainted with what you do.

The fairness has been reflected in the results of interview with one of the employees (DAP) with a 7-year working period. He stated that:

"I came into UMM in 2012. Previously, I was a part-time staff at the International Relations Office for 1 year. After I graduated, I was promoted to be a staff in my office now. There were several tests that I went through before I was accepted, namely: interview tests, English language tests, AIK, and psycho-test. I was employed in accordance with the office where I was promoted to become a member of staff, namely KHLN (International Relations Office)."

The recruitment process of UMM employees indicated also the leadership's obligation to select the most competent and eligible employees to occupy certain positions to perform tasks effectively and efficiently, as revealed by NWGs, who have worked for 4 years, as following:

"I came in UMM in 2015. I got a call for an interview test, a psychological test, AIK and a computer operating practice test. I was hired in the Directorate of UMM Postgraduate Programs. The training that I have attended was the preparation of study program accreditation arrangements (SAPTO System). The responsibility of my work is administrative services. For example, student services, constructing class schedules, organizing the courses, etc."

Those recruitment processes is in accordance with the example of the Prophet Muhammad that is to employ the most suitable and appropriate individuals as stated in Q.S. An-Nisa' (4) verse 59:

يَا أَيُّهَا الَّذِينَ ءَامَنُوا أَطِيعُوا اللَّهَ وَأَطِيعُوا الرَّسُولَ وَأُولِي الْأَمْرِ مِنْكُمْ فَإِن تَنَزَعْتُمْ فِي شَيْءٍ فَرُدُّوهُ إِلَى اللَّهِ وَالرَّسُولِ إِن كُنتُمْ تُؤْمِنُونَ بِاللَّهِ وَالْيَوْمِ الْآخِرِ ذَلِكَ خَيْرٌ وَأَحْسَنُ تَأْوِيلًا

Translation:

O you who have believed, obey Allah and obey the Messenger and those in authority among you. And if you disagree over anything, refer it to Allah and the Messenger, if you should believe in Allah and the Last Day. That is the best [way] and best in result.

UMM recruitment process indicates the obligation of leaders to decide on employees who have the best quality. It is not easy or even impossible to recruit employees with perfect criteria. Therefore, if no faultless criteria are found, the UMM assessment team selectively select an employee who has the highest quality from a number of candidates.

The results of interviews with RIS, an employee who has worked for 5 years at UMM, specify that the recruitment process of employees at UMM was by selecting the highest quality employees, as stated below:

"I joined UMM in 2014. I wrote an application letter in February 2014 and enclosing my diploma, transcript, ID card, and cover letter. I went through a series of tests in April 2014. There were a lot of prospective employees who joined the test at that time, around 20s candidates yet not all of us were accepted as employees. The assessment team then ranks. It happened that I was the 1st so I had the right to become a UMM employee. The tests that I experienced were interviews, psychological tests & AIK (Al-Islam and kemuhammadiyah) with Dr. Abdul Haris, MA. I tried to answer in line with my knowledge and experience. I was then employed at Campus 1 Postgraduate Program, which is now on campus. 3. My duties and responsibilities are to arrange the exam schedule and distribution of the examiners, recapitalize the entry scores, entry scores and graduation reports. Sometimes I help also the exams and finances preparation. There is a new task included in my job descriptions now, that is the LPPI Plagiarism Check Team (Scientific Publication Development Institute)."

This recruitment process aimed at selecting employees who have the finest quality is consistent with the words of the Prophet Muhammad:

"Whoever appoints someone to take care of a matter of the Muslims, while there are people who are more worthy and appropriate than the people he hires, then certainly he has deceived Allah and His Messenger" (Narrated by Baihaqi).

Likewise, the process of employees' recruitment at UMM indicates the leaders' obligation to choose employees who are capable and trustworthy, as the interview result with LAF who has worked for 7 years:

"I sent my application to UMM in 2012. There were several phases of the tests that I attended, i.e. written tests, TAEP, writing English essays and interviews, also AIK (Al Islam Kemuhammadiyah). First time I was accepted at UMM, I was positioned in IRO (International Relations Office) and then placed in the Secretariat Field I. In IRO, I was responsible for coordinating foreign lecturers, and the committee for various international events. In the secretariat field I is responsible for assisting the work of field I / Vice Rector I and BAA (Academic Administration Bureau). I accomplish all the duties and responsibility, sometimes I am also requested to be the MC of campus events. Having been a supervisor of TAEP tests, book & magazine writer, had participated in training to make an application for admission to ESP Graduation, training in constructing RPP (Lesson Plan) and curriculum, leadership training. I followed everything well ..."

LAF, who completes his work responsibly and according to his abilities are in accordance with the Qur'an as in the Word of God Q.S. Al-Anfal (8) verse 27:

يَا أَيُّهَا الَّذِينَ ءَامَنُوا لَا تَخُونُوا اللَّهَ وَالرَّسُولَ وَتَخُونُوا أَمْنَتِكُمْ وَأَنْتُمْ تَعْلَمُونَ

Translation:

O you who have believed, do not betray Allah and the Messenger or betray your trusts while you know [the consequence].

The results of this study are in line with Alkahtani's (2014) study which discovered that the MSDI process based on Islamic principles can benefit organizations by facilitating employees to have healthy work environment with mutual trust, respect, consultation, knowledge sharing, creative, and innovation among employees. Islamic principles in the MSDI include: (1) Intention; (2) *Taqwa* (God-fearing); (3) *Ikhsan* (good deeds); (4) Fair; (5) Trustworthy; (6) *Siddiq* (truthfulness); (7) *Itqan* (precision); (8) Sincerity; (9) *Shura* (deliberation); (10) Patience.

The results of this study are also in accordance with the research of Khan et al. (2010) which clarified that every Muslim individual is required to practice Islamic values in the workplace, every Muslim individual must be honest, true, highly dedicated, superior, and successful in life and doing all the works in Islamic ethics.

4. Conclusions

There are at least five points of conclusion that can be drawn from the results of this study. First, the recruitment process at UMM is in accordance with Islamic values sourced from the Qur'an and Hadith. Second, The UMM leaders fulfill the mandate manifested in selecting employees and establishing the regulation fairly according to Q.S. An-Nisa' (4) verse 58 and Q.S. Al-Maidah (5) verse 8. Third, The UMM leaders appoint the most suitable and appropriate employees as in Q.S. An-Nisa' (4) verse 59. Fourth, UMM leaders hire employees of the highest quality selectively in accordance with the words of the Prophet Muhammad in which is narrated by Baihaqi. And fifth, UMM leaders decide on employees who are capable and trustworthy according to Q.S. Al-Anfal (8) verse 27.

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