
EMPLOYEE RECRUITMENT MECHANISM

^{1*}Nita Indriani Nurhidayah, ^{2*}Sindy Rahmayani

Miftahul Huda College of Economics, Subang, Indonesia 1 nitaindryani8@gmail.com,
2 sindyrachmayani13@gmail.com

Abstract

This study examines the Islamic perspective on the employee recruitment and selection process to help companies make the right decisions in employee selection. The study was conducted using a qualitative approach with descriptive analysis, utilizing various reliable sources such as scientific publications, academic literature, and relevant online references. This study discusses several important aspects of human resource management from an Islamic perspective, including employee recruitment procedures, differences in employee status (permanent and contract), a sharia-compliant wage system, and employee competency development programs. The results of this study can be a guide for various types of companies, both those engaged in the product and service sectors, to apply Islamic values in organizational management. The application of these principles is expected to encourage the creation of a workforce that is not only professionally qualified, but also has good moral integrity.

Keywords: Employees, Islamic Concept of Employees, Permanent and Contract Employees, Wages, Competency Development and training

INTRODUCTION

Islam, as a comprehensive value system, provides guidance in various areas of human life, including in matters of work and professionalism. Islamic teachings not only regulate the relationship between humans and God, but also provide practical guidance in managing organizations and work relations. In the Islamic view, the process of recruiting and placing employees is an activity that has spiritual and social dimensions, not just a purely technical matter. This is reflected in the rules governing work relations, where each party has clear rights and obligations. When discussing employee status, Islam recognizes variations in the form of employment ties, such as permanent and contract employees. However, the main emphasis is on how to ensure justice for all parties, without differentiating their employment status. This principle ensures that every worker receives equal and dignified treatment according to their contribution.

In Islamic teachings, the wage system emphasizes the importance of balance and justice. Every worker has the right to receive compensation that is in accordance with their workload and abilities. Wages are compensation given for work in accordance with the benefits produced. In an Islamic perspective, wages are compensation given by employers to workers who have carried out their duties well, in accordance with the agreement and are appropriate. (Laily, ANR, 2022). In addition, according to Yusuf Qardawi, it is important to consider the value of the work and the needs of workers to meet their daily needs when determining wages. Determining wages is not solely based on calculating the company's profits, but also considering the employee's living standards (Yusuf Qardhawi, 1997).

This approach reflects Islamic teachings that prioritize harmony between material and spiritual achievements, as well as maintaining a balance between personal and collective interests. In terms of human resource development, Islam views that improving employee capabilities must include two aspects of work skills and personality formation.

The training program is not only focused on improving technical skills, but also on developing morals and ethics. The goal is to create a workforce that is not only expert in its field, but also has a good personality and cares about the social environment. This holistic approach illustrates how Islam views employee development as a balanced process between professionalism and humanity. Companies do not only pursue production targets, but are also responsible for forming quality human resources as a whole, both in terms of ability and

character. The goal of training for business people or companies is to help workers develop the necessary skills, as well as provide knowledge and practical experience in the world of work. Thus, training aims for companies to achieve their desired goals (Santosa, SB, nd).

Employee selection is a process that aims to find the most suitable candidate for the existing position, by paying attention to skills, experience, and compatibility with the company culture.(Dessler, G, 20017). Based on Islamic understanding, the employee selection process needs to consider two main aspects, namely professional competence and personality quality. Ideal employee candidates are not only measured by their skills and work experience, but also by their understanding and practice of moral values that are in accordance with Islamic teachings. The implementation of a careful recruitment system based on these values of goodness is believed to be able to support the company's sustainable progress. This approach shows that from an Islamic perspective, the success of an organization is not only measured by financial achievements, but also by its ability to develop employees with integrity. Thus, HR management in Islam aims to create a broader positive impact, not only for the progress of the company but also for the welfare of society. This reflects the comprehensive Islamic view of the balance between business progress and social responsibility.

METHOD

This study uses a qualitative approach to gain a deep understanding of the topic being studied. Through this method, researchers can conduct a comprehensive analysis and produce more complete and detailed findings. Data collection is carried out by utilizing various reliable sources, including scientific articles in academic journals, e-books, and other credible sources. The collected data is then carefully reviewed, especially those related to the mechanism of employee appointment. The analysis process is carried out systematically through in-depth observation to produce information that is easy for readers to understand (Pugu, 2024). This study seeks to describe the reality and phenomena that occur in the field, by presenting them in a structured and meaningful form. Through this approach, researchers can reveal various important aspects related to the theme discussed, while ensuring that the research results can provide a meaningful contribution to the understanding of human resource management in the context of Islam.

RESULTS

A. Islamic Concept Regarding Employees

In modern management theory, there are six basic components known as 6M, namely Human, Method, Capital, Machine, Material, and Market. From these six elements, the human factor then developed into a separate focus in the form of personnel management, which regulates all aspects related to human resource management. In the Islamic view, humans occupy a special position as God's creations who are endowed with reason and mind. This privilege places humans as leaders (caliphs) on earth with the responsibility to manage and prosper it. Therefore, human resource development is very important to prepare employees who are not only competent, but also have integrity. Employees who are expected are not only able to work effectively, but can also provide added value to the organization through the ability to think creatively, innovatively, and strategically. This includes the use of the highest human potential, ranging from intellectual intelligence, creativity, to the ability to imagine.

B. Employee Recruitment

In the context of Islam, the employee recruitment process is seen as a critical stage that will affect the future of the organization. Islam teaches that employee selection must be carried out fairly and transparently, taking into account the competence and character of prospective employees. This is in line with the teachings of the Qur'an, especially those contained in the letter Al-Qashash verse 26, which emphasizes the importance of selecting employees based on ability and trust.

عَنْ عَائِشَةَ رَضِيَ اللَّهُ عَنْهَا قَالَتْ: قَالَ رَسُولُ اللَّهِ صَلَّى اللَّهُ عَلَيْهِ وَسَلَّمَ: إِنَّ اللَّهَ تَعَالَى يُحِبُّ

إِذَا عَمِلَ أَحَدُكُمْ عَمَلًا أَنْ يُتَّقِنَهُ

One of the two (women) said, "O my father, employ him. Indeed the best of those you employ is the strong and trustworthy."

In the historical context of Islam, the concept of "strength" as a requirement for employee recruitment originally referred to the physical and mental abilities of warlords during the time of the Prophet. However, in the modern context, the meaning of "strong" has evolved to be broader, including optimal physical and mental health. An employee who is physically and mentally healthy will be able to carry out his duties effectively and responsibly. The recruitment process then continues with the selection stage, where the company evaluates the various applications received. This stage is very important because it determines whether a prospective employee meets the qualifications to move on to the next stage. Companies need to conduct careful screening to select candidates who best suit the needs of the organization.

In the Islamic perspective, the employee selection process does not only consider technical abilities, but also aspects of the propriety and moral worthiness of prospective employees. This is in accordance with the teachings of the Prophet Muhammad SAW who emphasized the importance of choosing people who are not only competent but also have good morals to carry out a job mandate.

"Whoever appoints someone as leader of a group, while there are among them who are more worthy than him, then he has betrayed Allah and His Messenger."(HR. Hakim).

The hadith teaches that in the employee recruitment process, employers need to prioritize objectivity and transparency. Assessments must be based on competence, skills, and suitability to the company's needs, not on personal or group interests. The employee placement process is an important stage after someone has successfully passed the recruitment selection. Employees must be placed according to their areas of expertise and capabilities so that they can perform optimally.

In a hadith, the Prophet Muhammad SAW emphasized that Allah SWT greatly appreciates people who work professionally (itqon), as narrated by Thabrani.

قَالَتْ إِحْدَاهُمَا يَا بَتِ اسْتَأْجِرْهُ إِنَّ خَيْرَ مَنْ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ

It means:

From Aisyah ra, the Messenger of Allah actually said: "Indeed, Allah loves someone who, when he works, does it professionally." (HR Thabrani)

The Islamic perspective underlines three main pillars of a worker's professionalism: competent competence (kafaah), high work spirit (himmatul'amal), and reliable integrity (amanah). These three aspects are important foundations for an employee in carrying out his/her duties professionally.

As explained above, professionalism in Islam is supported by three important elements:

1. competence (competence)

Covering interrelated skills and expertise. Islamic teachings emphasize the importance of placing a person according to his capabilities and expertise. Therefore, the employee selection process must follow the standards and provisions set by the company.

2. high dedication (himmatul'amal)

Reflected in the work spirit based on sincerity in carrying out tasks. An employee is expected to have strong motivation to achieve the common goals of the organization. In the Islamic view, working is not only for self-development, but also has the value of worship.

3. trustworthy nature

Demonstrated through honesty and trustworthiness. Trustworthy employees will carry out their duties according to procedures and uphold the rules that apply in the organization or company. Proper employee placement is the key to the organization's success in the future. In this case, the Qur'an and Hadith provide guidance on how companies should conduct assessments, from the recruitment stage to employee placement, in order to avoid violating existing provisions.

C. Permanent and Contract Employees

Islam views the status of workers, both contractual and permanent, as a form of legitimate employment relationship. Both employment statuses can be applied as long as they are based on a clear agreement and agreed upon by both parties. In the perspective of Islamic employment law, work agreements must be built on the basis of mutual benefit, without any party being harmed or treated unfairly. (Syafei, Rachmat, 2015).

Meanwhile, according to Pratiwi (Pratiwi, SP, Qomariah, N., & Setianingsih, WE, nd) Workers or employees can be defined as individuals who contribute their physical and mental energy to a company, in return for a monthly salary according to the initial agreement. Permanent employee status indicates a long-term work relationship between the worker and the company where he works. When compared to contract employees, permanent employees have more complete rights and facilities. They are entitled to a basic salary and various additional benefits such as performance bonuses, achievement incentives, and productivity compensation. Permanent employees, both in the private and government sectors, receive a regular income every month without a specified time limit.

In the Islamic perspective, employee recruitment is an important and fundamental aspect to achieve the company's long-term goals. Therefore, in selecting prospective employees, companies or organizations must objectively consider their needs. Islam provides guidance on the process of good employee recruitment, namely by considering expertise (kaffah), high work ethic (himmatul'amal), and trustworthiness (amanah) (Gontor, HU, 2019). The main characteristic of permanent employment status is that there is no work period limit. The calculation of work period starts from the trial period. If permanent employees commit violations, they still have the right to severance pay and various other compensation in accordance with the laws and regulations in force in the country. This shows that there is stronger legal protection for permanent employees.

In his book entitled *Business Ethics in Islam*, Khamami Zada mentions that the contract work system is still justified in Islamic values, with the note that it must prioritize openness of information between employers and workers. This principle of transparency is important to prevent practices that harm one party and ensure that there is no abuse of authority in the employment relationship. (Zada, Khamami, 2004). The work agreement made must reflect justice and provide benefits to both parties. Thus, both contract and permanent workers can carry out their duties and obligations in a healthy and fair work environment in accordance with Islamic principles.

Based on the Employment Law No. 13 of 2003, contract employees are defined as workers who are bound to an employer through a Fixed Term Employment Agreement (PKWT). In Pitriani's journal, Jehani (2010) explains that this employment agreement is an agreement between workers and employers that contains work provisions, including the rights and obligations of both parties, which apply from the start to the end of the employment relationship. (Pitriani, n.d.)

In a contract work system, the employee's work period is limited to a maximum of three years according to the initial agreement. This work relationship is regulated in a "Fixed Term Work Agreement" agreed between the worker and the company. Compared to permanent employees, contract workers have a more limited guarantee of job continuity, given the time limit in their work contract.

D. Determination of Wages in Islam

Islamic teachings emphasize the importance of clarity in every transaction or contract, including the employment relationship between the employer (musta'jir) and the employee ('ajir). As mentioned in the Qur'an, Surah Al-Qashash, verses 26-27, all aspects of the work must be clearly described, starting from the time period, type of work, to the compensation to be received. The company is obliged to explain in detail to prospective workers regarding the job description, method of implementation, and wage system. Although there are differences of opinion among scholars regarding the combination of work time requirements and form of work, the practice of using contract documents that explain both aspects is still accepted today. In

determining wages, there are two aspects that need to be considered: material and spiritual. Several factors that influence the value of work and wage determination include:

1. Level of expertise, knowledge and training possessed
2. Length of service at the company
3. Physical and intellectual capacity and job characteristics
4. Adjustment to cost of living
5. Number of family members who are dependents

From another perspective, Abdul Hasan Bani Sadr expressed the opinion that wage determination should take into account the minimum standard needs of workers and their families, including wives and children, before considering the special skills that the worker has. (Amelia, R., Manurung & Mustafaruddin, M., 2023).

Determination of workers' wages is not only based on living needs, but also considers productivity and company conditions. The benefits provided by workers to the company are the main basis for determining wages, where the value of these benefits is prioritized over the level of productivity alone. In the Islamic view, workers who have a high work ethic and strong dedication to the company deserve to be appreciated, considering that this reflects their responsibility towards their families and the fulfillment of living needs. Islam also supports the use of capital for productive activities that can encourage equal distribution of community welfare, while preventing the accumulation of wealth that can harm the public interest.

The role of government is crucial in regulating wage policies to ensure fair wage levels - neither too low nor too high. The mechanism for determining fair wages can be done in three ways, namely:

1. Deliberation

Determination of wages through discussion and mutual agreement between employers and workers, with the principle of justice and willingness of both parties. This method provides an equal bargaining position in making employment contracts. The agreement can include various requirements that do not conflict with Islamic law, to avoid disputes in the future.

2. Market Mechanism

Wage determination is based on labor market conditions, which take into account supply and demand as well as workers' contribution to productivity. However, consideration of the humanitarian aspect must still be prioritized in this approach.

3. Government Regulations

When there is injustice or potential conflict in wage determination that can disrupt the public interest, the government needs to intervene by creating employment regulations that guarantee justice for all parties, including in terms of wages.

In Islam, salary determination must be based on the principles of justice, openness and agreement between employers and employees. In his hadith book, Abu Daud recorded the words of the Prophet Muhammad: "Give wages to workers before their sweat dries up." This shows how important it is to pay workers as soon as they complete their tasks, in accordance with the teachings of Islamic law (Abu Daud, n.d.).

Muhammad Ali Al-Hashmi, in his book "The Ideal Muslim Society" (2012), emphasizes that Islam pays great attention to the welfare of workers. This means that the salary given must be sufficient to meet their living needs. Hashmi also emphasizes that justice must always be the main principle in determining salaries in Islam. (Hashmi, Muhammad Ali, 2012).

E. Competency Development and Training for Companies

1. Development

Development aims to improve employee skills and work productivity, especially in today's era of globalization. The focus is on preparing employees to face future challenges. One way to compete is to optimally utilize technology, which can help speed up and simplify the development process within the company. In addition, development also facilitates problem solving within the organization. By understanding the tasks at hand, employees can make better decisions and compete with other companies.

2. Training

Training is a form of short-term education that is organized and systematic, in which

employees learn technical skills and knowledge for specific purposes. The benefits of training for companies are to help employees carry out work programs independently and in accordance with company policies. Training is one way to obtain the work skills needed in the company. The training process is important for employees to achieve organizational goals, providing specific knowledge and skills needed in their jobs.

When considering training and development, it is important to consider several things. Training and development is a tool for achieving effective planning. Training indicators include:

- a) Must be detailed and clear in direction.
- b) Training must be in accordance with each individual's field and qualifications.
- c) The material presented must be easy to understand so that the training can run smoothly.

The materials and methods used must be appropriate to the type of training in order to meet the needs of the participants.

In Islam, skills development and training are highly recommended as an effort to improve human quality. Yusuf al-Qardhawi, in his book *The Lawful and the Prohibited in Islam*, states that every Muslim is encouraged to continue to expand their knowledge and skills. He also emphasizes that companies or employers should provide training to employees as part of their social responsibility. (Al-Qardhawi, Yusuf, 1999).

Dr. Syed Nawab Haider Naqvi in his book *Islamic Economics Nature and Need* adds that education and self-development are highly valued in Islam. Skill development and training are not only aimed at improving one's abilities, but also to bring them closer to Islamic values and social responsibility. (Naqvi, Syed Nawab Haider., 2000).

Conclusion

This study highlights the importance of Islamic perspective in the recruitment and selection process of employees. In this context, Islam not only provides practical guidance, but also emphasizes moral values and social responsibilities that must be upheld by every company. The recruitment process should be carried out fairly and transparently, paying attention to the competence and character of prospective employees. This is in line with the teachings of the Qur'an, which emphasizes individual trust and ability as the basis for employee selection.

This study also underlines the importance of human resource development. In the Islamic view, employees are not only seen in terms of technical skills, but also in terms of morals and ethics. This shows that good employees are those who are not only competent, but also have high integrity. Therefore, training and development programs must include aspects of skill improvement and character building. Well-trained employees are expected to make positive contributions not only to the company, but also to the wider community.

In addition, employment status, both permanent and contract, must be treated fairly. In Islam, both types of status are valid as long as there is a clear agreement between the employee and the employer. This agreement must reflect mutual benefits, without any party being disadvantaged. This is important to create a fair and harmonious work environment. Permanent employees generally receive better protection and more complete rights than contract employees. However, both of these statuses must be managed with the principles of justice and transparency.

In terms of wages, the determination of wages must follow the principle of justice and must be in accordance with the needs of the employee's life. Islam emphasizes the importance of paying workers on time and providing decent wages, so that they can meet the needs of their lives and their families. This reflects Islam's concern for the welfare of workers and the importance of maintaining a good relationship between employers and employees.

Finally, employee competency development and training are highly recommended in Islam. Companies are expected to provide relevant and appropriate training to employees' needs. By improving their skills and knowledge, employees will be better prepared to face the challenges of an increasingly competitive workplace. In addition, this development will help create a workforce that is not only skilled but also has high social and moral awareness. Overall, this study

shows that human resource management in the Islamic context must prioritize the values of justice, transparency, and social responsibility. By implementing these principles, companies can create a productive and harmonious work environment, as well as support employee welfare. This in turn will contribute to the progress of the company and the welfare of society as a whole.

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