



Employee Recruitment At Maesa Ponorogo Hotel Islamic Economic Perspective

Ahmad Ismi Muhaimin^{1*}, Fitra Rizal²

¹ Institut Agama Islam Negeri Ponorogo, Indonesia, ahmad.ismi.muhamin1121@gmail.com

² Institut Agama Islam Negeri Ponorogo, Indonesia, rizal@iainponorogo.ac.id

Article Info

Article history:

Received May 20, 2024

Revised June 12, 2024

Accepted June 25, 2024

Available online June 28, 2024

Corresponding author email:

Ahmad.ismi.muhamin1121@gmail.com

Keywords:

Employee Recruitment Based on Islam,
Employee Recruitment, Human
Resources Management.

Abstract

Introduction: Recruitment is essential in human resource management because it is the first step in finding suitable employees to fill vacant positions. Managers are responsible for managing human resources, so a fair attitude is vital. Good recruitment can increase a positive image and profits for the company. This research aims to analyze the implementation and impact of employee recruitment at the Maesa Ponorogo Hotel from an Islamic economic perspective. **Research Methods:** The type of research used by researchers is field research, while the method used in this research is qualitative. **Results:** This research shows that Hotel Maesa Ponorogo places integrity and fairness as a top priority by Islamic recruitment principles so that every candidate has an equal opportunity to be assessed based on their qualifications and potential. This process affects the quality of service to customers and creates a productive and harmonious work environment for employees. Thus, Hotel Maesa Ponorogo's employee recruitment policy reflects their commitment to providing high-quality services, which strengthens the company's positive image and increases overall customer satisfaction, contributing to increased profits for Hotel Maesa.

DOI: [10.21154/niqosiya.v4i01.3216](https://doi.org/10.21154/niqosiya.v4i01.3216)

Page: 91-100

Niqosiya with CC BY license. Copyright © 2024, the author(s)

INTRODUCTION

The development of the business world is getting faster with increasingly competitive competition because of the many entrepreneurs involved in it. One of the keys to achieving business excellence is to have skilled, productive, and loyal human resources in the company. Therefore, human resource management must be done properly so as not to cause losses to the company. Human resources have a crucial role in the success of an organization because they are the ones who will determine the achievement of organizational goals. Therefore, human resource management must be done carefully according to the needs of the organization. With effective management, companies can create a qualified, loyal, and productive workforce (Suryani, N. L., & Sulaeman, 2021).

Human resource management includes a wide range of activities such as job analysis, planning, recruitment, selection, training, development, and performance appraisal (Samsuni, 2020; Sugiono et al., 2023). With good management, companies can get employees who match the company's needs and standards. In the Islamic perspective, human resource management is directed to the values contained in the Qur'an and Hadith. Human resource management includes determining employee activities, selecting prospective employees, training, and employee development. The principle of fairness is strongly emphasized in the recruitment and selection process (Kemenuh, 2022).

The quality of human resources in an organization is determined by the quality of prospective workers selected through the recruitment process. This process begins by sourcing and attracting qualified applicants from various sources and ends when job applications are submitted. Selection is a step that follows recruitment and aims to ensure that only the most suitable applicants are accepted as workers (Marwansyah, 2010; Amaroh et al., 2023). The recruitment process is a matter of great concern to companies because employees are a key factor for the success or failure of a company in achieving the set goals (Susan, 2019).

The recruitment and selection process carried out by Hotel Maesa Ponorogo is the focus of this research. The goal of recruitment is to ensure that the organization can attract prospective employees who meet the required qualification standards and are suitable for the position. Islam encourages honest and fair treatment in employee recruitment and selection. Managers are fully responsible for the management of human resources, so a fair attitude is very important in the recruitment and selection process. However, there are still problems related to justice in the world of work, such as discrimination based on physical appearance or age. This study aims to research the implementation of Islamic-based employee recruitment at the Maesa Ponorogo Hotel. Thus, the title of this research is "Employee Recruitment at Hotel Maesa Ponorogo: An Islamic Economic Perspective".

METHOD

The type of research used by the researcher is field research (Aminuddin et al., 2023). This type of research is said to be field research because the researcher goes into the field to conduct research directly related to the phenomenon he is researching. Meanwhile, the

approach used in this study is qualitative. Qualitative research is research in which the data is expressed in verbal form and analyzed without statistical techniques (Sopiah, 2010). Qualitative research is an approach to conducting research that is oriented to natural phenomena or phenomena (Abdussamad, 2021).

The reason why the researcher chose to use a qualitative approach is that he considers the problems being studied to be quite complex and dynamic so that the data obtained from the sources can be obtained by natural methods such as observation, direct interviews with the sources so that the answers obtained are natural (Prasetiyo et al., 2023). The main informants of this study are the branch head and HRD of Maesa Hotel Ponorogo.

RESULTS AND DISCUSSION

Employee Recruitment at Hotel Maesa Ponorogo based on Islamic Economic Principles

Recruitment is a process of gathering several applicants who have the qualifications that the company needs, to be hired within the company (Etikawati & Udjang, 2016). The benefit of recruitment is that it has a function as "*the Right Man in The Right Place*", where which is a handle for managers in placing the workforce in their companies. In addition, in the realm of management, recruitment refers to the process of finding and attracting individuals desired by an organization to fill available job positions (Hasibuan, 2012). According to Marwansyah "Recruitment is a series of activities used by an organization to attract job applicants who have abilities and attitudes needed to assist the organization in achieving its goals (Aryadi, 2020). A good withdrawal (recruitment) process is to carry out the processes of determining the basis of withdrawal, determining the sources of withdrawal, withdrawal methods, and withdrawal constraints.

Recruitment according to Islam is the process of finding potential candidates for job vacancies in an organization. Islam incorporates several Islamic values in the recruitment process including recruitment and responsibility. Islam has ordered superiors or managers to be responsible, pious, and fair in the recruitment process. This value will ensure that the recruitment process has been conducted honestly and fairly for all employee candidates (Najiyurrahman, 2018).

Islam teaches the principles of justice, wisdom, and intelligence in managing the affairs of life, including in the selection of prospective employees (Raisa & Afifah, 2002). In the employee recruitment process, Hotel Maesa Ponorogo prioritizes clear principles. They not only focus on professionalism but also integrity and ethics by Islamic teachings. By emphasizing fairness, they ensure that every potential employee is treated fairly and objectively, without discrimination.

Hotel Maesa Ponorogo puts the quality of prospective employees as a top priority. Mrs. Dian, who represents the HR department, emphasized that after going through a careful recruitment and selection process, the company will only appoint employees who are considered the most deserving. This selection criterion is not solely based on one aspect but is the result of a thorough evaluation of various stages of selection, including a written test.

Because appointing people who are not experts is considered to have violated the mandate and affected the company's productivity. As mentioned in the following hadith:

فَإِذَا ضَيِّعْتَ الْأَمَانَةَ فَانْتَظِرِ السَّاعَةَ قَالَ كَيْفَ إِضَاعَتُهَا قَالَ إِذَا وُصِدَ الْأَمْرُ إِلَى غَيْرِ أَهْلِهِ فَانْتَظِرِ السَّاعَةَ

It means: "If the mandate has been lost, then wait for destruction to occur". The man (Bedouin Arab) asked, "How did the mandate disappear?" The Prophet (peace and blessings of Allaah be upon him) replied, "If a matter is not entrusted to the expert, then wait for destruction to occur." (HR. Al-Bukhari).

From the above hadith, it can be interpreted that if a person who does not have deep expertise in a field is given a responsibility or position in it, the result is not the good that will be achieved, but the risk of possible damage. This illustrates the importance of having sufficient skills and knowledge in carrying out a responsibility, especially in a certain position or job (Jabani & Fitriani, 2019).

In the recruitment process, Hotel Maesa Ponorogo prioritizes special qualifications such as attractive appearance, posture, and age of prospective employees because these qualifications are prioritized, especially for employees who are placed in jobs that deal directly with customers. Henderson and Tulusharyono argue that the positive or negative response from people depends on the image conveyed, for example through the way they dress, attitudes and deeds, manners, and others. Islam emphasizes qualifications, knowledge, experience, and technical abilities as the main factors in determining who is worthy of occupying a particular position. This is by the words of Allah SWT in the Qur'an Surah Al-Qashas verse 26 which reads:

قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ (26)

One of the two women said: "O my father, take him as a person who works (for us), for indeed the best person you take to work is a strong and trustworthy person (Q.S Al-Qashas:26).

The above verse explains that in the context of the time of the Prophet, the selection of employees was carried out with a focus on physical strength, especially for the position of warlord. Success in carrying out duties as a warlord is measured by strong physical ability. However, if we detail the concept of power in the time of the Prophet with a contemporary understanding, then power is not only limited to the physical aspect (Mardiah, 2016).

Hotel Maesa Ponorogo places a strong emphasis on the principle of fairness in the employee recruitment process. Although there are special qualifications such as attractive appearance which is often considered a form of discrimination, the management, represented by Bu Dian as HRD, ensures that all prospective employees, regardless of beauty or physical good looks, have an equal opportunity to apply. They are assessed based on their qualifications and potential. According to Jusmaliani, managers are fully responsible for human resource management, so in the process of human resource management, managers must instill a fair attitude in them (Jusmaliani, 2011).

In Islam, the importance of honest and fair treatment of every individual, including in the context of employee recruitment, is emphasized. In the hiring process, managers are expected to assess candidates objectively based on their competence and qualifications, not

based on factors such as family ties, friendship, similarity of national origin, madzab, or ethnicity. The principle of fairness must be upheld so that positions are given to people who are truly worthy and have qualifications that suit the needs of the company (Ridduwan, 2020).

In carrying out the recruitment process, Hotel Maesa Ponorogo puts the importance of integrity and justice as the top priority. The company puts ethical and moral principles first in every stage of recruitment, which reflects its commitment to professionalism and social responsibility. In Islam, the principle of Islamic-based recruitment aims to find an employee who combines elements of trust and professionalism. So that in the end it will be fulfilled the elements of the suitability of the company's culture and the required competencies, and also for recruiters to be fair and honest, as in the Qur'an surah An-Nisa': 58-59:

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 (58) يَا أَيُّهَا الَّذِينَ ءَامَنُوا أَطِيعُوا اللَّهَ وَأَطِيعُوا الرَّسُولَ وَأُولِي الْأَمْرِ مِنكُمْ ۚ فَإِن تَنَزَعْتُمْ فِي شَيْءٍ فَرُدُّوهٖ إِلَى اللَّهِ وَالرَّسُولِ إِن كُنتُمْ تُؤْمِنُونَ بِاللَّهِ وَالْيَوْمِ ءَاخِرِ ۚ ذَٰلِكَ خَيْرٌ وَأَحْسَنُ تَأْوِيلًا (59)

It means: "Indeed, Allah commands you to convey the mandate to those who are entitled to receive it, and (tells you) when establishing a law among men that you may establish it justly. Indeed, Allah has taught you the best teaching. Indeed, Allah is the Hearer and the Seer. O you who believe, obey Allah and obey His Messenger and ulil amri among you. Then if you have a different opinion about something, return it to Allah (the Quran) and the Messenger (the Sunnah), if you believe in Allah the next day. That is more important (for you) and better the result". An-Nisa' (58-59)

Employee Recruitment Process at Hotel Maesa Ponorogo

The implementation of employee recruitment generally uses and requires several methods. The number of applications received by companies greatly affects the choice of selection method used. In the implementation of recruitment, two methods can be identified (Dewi et al., 2021). Among others:

a. Open Method,

The open method involves the dissemination of recruitment information through the placement of advertisements in the mass or electronic media and also involves the dissemination of information through word of mouth or recommendations from others.

b. Closed Method

The Closed Method involves disseminating information about the recruitment process directly to employees who are currently actively working in the company or to individuals who are specifically invited to participate in the selection process (Sholathiah et al., 2022).

In the recruitment process, Hotel Maesa uses an open method where the company will disseminate job vacancy information through all its social media platforms so that it can be known by the wider community. The stages of employee recruitment at Hotel Maesa Ponorogo are as follows:

a. Planning Process

The planning process is the first stage in employee recruitment. In this process, the company identifies the company's need for new employees, including the specifications

of the position needed and the criteria that are appropriate for the job position. In analyzing the needs of the HR team or management will conduct an in-depth analysis of the actual needs of the company in the context of the existing business strategy. This includes identifying areas or departments where labor shortages are likely to occur, as well as an understanding of the types of skills, knowledge, and experience needed to support the company's goals.

Based on the needs analysis, the company determines the type of position that must be filled. This involves defining the roles, responsibilities, and scope of work that the new employee will undertake. Once the required position is identified, a clear and detailed position qualification is formulated. These qualifications include the criteria for qualifications, skills, experience, education, and personal characteristics expected of prospective employees. One of the qualifications for *the reception* staff set at Hotel Maesa Ponorogo is as follows:

- 1) Male or female max. 25 years.
- 2) Minimum high school/vocational education.
- 3) Experience is preferred.
- 4) Attractive and ideal appearance.
- 5) Be thorough, honest, and responsible.
- 6) Able to work under pressure.
- 7) Master MS Office.

Based on the results of the interview, the qualifications for each employee position are different because they adjust to the job desk of the work that will be carried out by the employee. This is by the theory in previous research that has been carried out by Andrian and Anggraini who said that Islam outlines that the standard for appointing employees is the obedience and eligibility of a person to assume job responsibilities by what will be given to him (Adrian & Anggraini, 2023).

b. Job Announcements

After the planning is complete, the next step is to announce job vacancies. In this process, Hotel Maesa Ponorogo disseminates information about job vacancies through various social media such as Instagram, website, or through WhatsApp. This process aims to make job vacancy information at the Maesa Ponorogo Hotel publicly known in various regions.

The next stage is file selection. The selection of files is carried out to get prospective employees who are by the qualifications that have been set by the Maesa Ponorogo Hotel. The initial stage in an employee selection is to select and examine the administrative files of the applicant. From the information provided through the application file, it can be known whether the applicant meets the requirements criteria provided by the company or not. If the application file does not meet the criteria, the file is sorted to facilitate the next administrative selection. Then the applicant's application file that is considered to meet the requirements is selected and taken to take part in the

next selection stage. This administrative selection is adjusted to the requirements and must provide the most complete information.

c. Interview

In the next stage, if you pass the file selection, you will be contacted by the hotel to continue the interview test. In the implementation of the interview test. The interview test includes several questions about the motivation for applying for a job, user interviews, and about the applicant's experience.

In the interview process, Hotel Maesa Ponorogo prioritizes qualifications such as having an attractive appearance. Because these qualifications are prioritized, especially for employees who are placed in jobs that deal directly with customers. Hendarto and Tulusharyono argue that the positive or negative response from people depends on the image conveyed, for example through the way they dress, attitudes and deeds, manners, and others.

The selection process determines who is worthy of being appointed as an employee and who is not. Selection in an Islamic view must be carried out based on propriety and feasibility. This is by what is explained in the Qur'an Surah Al-Qashas verse 26 which reads:

قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ (26)

One of the two women said: "O my father, take him as a person who works (for us), for indeed the best person you take to work is a strong and trustworthy person. (Q.S Al-Qashas:26)

Hotel Maesa Ponorogo places a strong emphasis on the principle of fairness in the employee recruitment process. Although there are special qualifications such as attractive appearance applied, the management, represented by Mrs. Dian as HRD, ensures that all prospective employees, regardless of beauty or physical appearance, have an equal opportunity to apply and be assessed based on their qualifications and potential. According to Jusmaliani, managers are fully responsible for human resource management, so in the process of managing human resources, managers must instill a fair attitude in themselves.

d. Competency test

An examination of abilities and skills relevant to the position being applied for is an important stage in the employee selection process that aims to assess the extent to which the candidate meets the specific requirements of the position offered. This stage of Hotel Maesa involves a variety of evaluation methods designed to measure the abilities, knowledge, and skills required to succeed in the role.

In the context of recruiting employees of Hotel Maesa Ponorogo, the company puts the importance of the quality of prospective employees as a top priority. Mrs. Dian, who represented the HR department, emphasized that after going through a careful recruitment and selection process, the company will only appoint employees who are considered the most deserving. This selection criterion is not solely based on one aspect but is the result of a thorough evaluation of various stages of selection, including a written

test. Because appointing people who are not experts is considered to have violated the mandate and affected the company's productivity. As mentioned in the following hadith:

فَإِذَا ضَيِّعَتِ الْأَمَانَةَ فَانْتَظِرِ السَّاعَةَ قَالَ كَيْفَ إِضَاعَتُهَا قَالَ إِذَا وُسِّدَ الْأَمْرُ إِلَى غَيْرِ أَهْلِهِ فَانْتَظِرِ السَّاعَةَ

It means: "If the mandate has been lost, then wait for destruction to occur". The man (Bedouin Arab) asked, "How did the mandate disappear?" The Prophet (peace and blessings of Allaah be upon him) replied, "If a matter is not entrusted to the expert, then wait for destruction to occur." (HR. Al-Bukhari).

e. *Training*

This training is an evaluation method that focuses on testing the candidate's practical skills and ability to handle challenges that may be faced in daily work. The *training* stage at Hotel Maesa was held for one month. This approach provides an opportunity for candidates to experience and respond to situations similar to the tasks and responsibilities they would face if accepted for the position.

In addition to seeing the technical skills of prospective employees, this training stage also aims to see the discipline and work ethic of prospective employees so that with this training, the Hotel will get employees who meet the expected criteria.

f. Assessment of training results

During the *training* stage, the Hotel will always supervise and evaluate the performance of employees in terms of discipline, skills, and work ethic. After completing the *training* for one month, Hotel Maesa already has results from the performance of employees who take part in these stages from various aspects. From this assessment, the company will consider the fate of prospective employees in the future if the assessment results are good, they will be accepted as permanent employees at the Maesa Hotel Ponorogo, but if the assessment results are below the standard owned by the Maesa Hotel, then they cannot be accepted further to become permanent employees.

A series of strict stages are carried out in this recruitment process, starting from the initial stage of the qualifications and abilities of prospective employees to the final selection stage involving *training* and employee performance assessment. The rigorous selection process aims to ensure that the selected prospective employees have the best quality by the standards that have been set by Hotel Maesa Ponorogo. These standards cover not only technical competence and professional expertise, but also aspects such as communication skills, leadership, interpersonal skills, and conformity with the company's culture and values.

By prioritizing quality in the selection of employees, Hotel Maesa Ponorogo demonstrates its commitment to providing high-quality services to guests as well as maintaining the company's reputation. In addition, this approach also aims to create a productive and harmonious work environment, where employees can develop and contribute optimally according to their potential.

The Impact of Islamic-Based Employee Recruitment at the Maesa Ponorogo Hotel.

Hotel Maesa Ponorogo's policy in the employee recruitment process is not just a rule, but a strategy that is carried out with the main goal, which is to maintain and improve the

quality of customer service. In an interview conducted with Bu Dian, who serves as the company's HRD & Manager, it was revealed that the company's main focus has consistently been on providing optimal comfort to customers.

The importance of good employee recruitment at Hotel Maesa Ponorogo has a significant impact on customer satisfaction and the company's image. Bu Dian, who serves as HRD and company manager, revealed that the placement of employees by company standards has a positive impact on customer satisfaction. The service provided by employees who can comply with hotel standards creates a pleasant environment for customers, on the other hand, less friendly and professional service can make customers feel comfortable.

Overall, employee recruitment at Hotel Maesa Ponorogo not only has an impact on customer satisfaction but also builds a positive image of the company and wins the competition in the Ponorogo hospitality industry. By focusing on quality service from the performance of competent employees, Hotel Maesa Ponorogo has succeeded in creating an environment that invites customers to return and remain loyal. This will make the profits obtained by Hotel Maesa even more.

CONCLUSION

In the employee recruitment process at Hotel Maesa Ponorogo, strict and detailed steps are taken to ensure that each selected employee has the best quality by the standards set by the company. The process starts from the careful planning stage, where the company's needs for available positions are identified. Furthermore, the selection of candidates is carried out strictly, including job announcements, file selection, interviews, and competency tests. Employees who pass the selection will undergo a one-month training stage, where their performance and abilities are thoroughly evaluated. In this process, Hotel Maesa Ponorogo places the importance of integrity and fairness by the principles of recruitment in Islam as a top priority, ensuring that every candidate has an equal opportunity to be judged based on their qualifications and potential.

The employee recruitment process at Hotel Maesa not only affects the quality of service provided to customers but also creates a productive and harmonious working environment for employees. Thus, Hotel Maesa Ponorogo's employee recruitment policy not only reflects their commitment to providing high-quality services but also strengthens the company's positive image and increases overall customer satisfaction, thus increasing profits for Hotel Maesa

REFERENCES

- Abdussamad, Z. (2021). *Metode Penelitian Kuliitatif* (M. S. Dr. Patta Rapanna, SE., Ed.). CV. syakir Media Press, (2021).
- Adrian, M. F., & Anggraini, T. (2023). Analisis Proses Rekrutmen Dan Seleksi Karyawan Pada PT. Bakrie Sumatera Plantations Tbk Ditinjau dari Perspektif Islam. *Jurnal Informatika Ekonomi Bisnis*, 5, 11–17. <https://doi.org/10.37034/infec.v5i1.191>

- Amaroh, S., Husnurrosyidah, & Masykuroh, E. (2023). *Financial Attitude, Trust, and ROSCAs' Member Commitment: Social Relations as Mediating Factor*. 35–49. <https://doi.org/10.17549/gbfr.2023.28.3.35>
- Aminuddin, L. H., Ulfah, I., Ratnawati, S., & Wahyudi, C. (2023). Ulama's Resistance to the Closing of Worship Places During The COVID-19 Pandemic in Indonesia. *The Qualitative Report*, 28(6), 1801–1816. <https://doi.org/10.46743/2160-3715/2023.5871>
- Anggi Raisa, Eka Nur Afifah, T. F. (2002). *Implementasi Prinsip Keadilan Dalam Proses Rekrutmen Dan Seleksi Pegawai Ditinjau Dari Perspektif Islam*.
- Dewi, R., Givan, B., & Winarno, S. H. (2021). Pelaksanaan Rekrutmen, Seleksi dan Penempatan Kerja Karyawan (Studi pada Karyawan PT Gemala Kempa Daya). *Jurnal Administrasi Bisnis*, 1(1), 49–55. <https://doi.org/10.31294/jab.v1i1.334>
- Etikawati, E., & Udjang, R. (2016). Strategi Rekrutmen Dan Seleksi Terhadap Kinerja Karyawan. *Jurnal Perilaku Dan Strategi Bisnis*, 4(1), 9–23. <https://doi.org/10.26486/jpsb.v4i1.443>
- Hasibuan, M. S. P. (2012). *Manajemen Sumber Daya Manusia* (P. B. Aksara, Ed.).
- Heri Aryadi, A. D. G. (2020). ANALISIS PROSES REKRUTMEN DAN SELEKSI CALON TENAGA KERJA OUTSOURCING PADA KANTOR PUSAT PT TRIKARYA CEMERLANG JAKARTA. *Jurnal Akrah Juara*, 5(November), 14.
- Jabani, M., & Fitriani, I. (2019). Analisis Pelaksanaan Rekrutmen Karyawan Berbasis Nilai-Nilai Islam (Studi pada PT. Hadji Kalla Kota Palopo). *Journal Of Institution And Sharia Finance*, 2(2), 91–115.
- Jusmaliani. (2011). *Pengelolaan Sumber Daya Insani*. Bumi Aksara.
- Kemenuh, I. A. J. P. (2022). Implementasi proses rekrutmen dan seleksi karyawan di alamkukul boutique resort. *Jurnal Ilmiah Pariwisata Dan Bisnis*, 1(2), 321–335. <https://doi.org/10.22334/paris.v1i2.21>
- Mardiah, N. (2016). Rekrutmen, seleksi dan penempatan dalam perspektif islam. *Maqdis : Jurnal Kajian Ekonomi Islam*, 1(2), 223–235.
- Marwansyah. (2010). *Manajemen Sumber daya Manusia Edisi Kedua*. Alfabeta.
- Najiyurrahman, A. (2018). *Implementasi rekrutmen dan seleksi karyawan berbasis Islam pada PT Bank Syariah Mandiri Cabang Palangkaraya*.
- Prasetyo, L., Jannah, U. R., & Fitrianna, N. (2023). Corporate Governance Model of Islamic Philanthropy at Islamic Hospitals in Ponorogo. *IQTISHADIA*, 15(2), Article 2. <https://doi.org/10.21043/iqtishadia.v15i2.17309>
- Ridduwan, A. (2020). Analisis Pengaruh Pola Rekrutmen, Seleksi, Penempatan Dan Gaji Karyawan Terhadap Kinerja Karyawan Di Bank Syariah Dalam Perspektif Ekonomi Islam. 1–91.
- Samsuni, S. (2020). Manajemen Sumber Daya Manusia Berbasis Nilai-Nilai Islami. *Tarbiyah Islamiyah: Jurnal Ilmiah Pendidikan ...*, 10(1), 42.
- Sholathiah, A., Lestari, R. P., & Komalasari, S. (2022). Teknik Dan Metode Rekrutmen Sebagai Penentu Hasil Kinerja Karyawan. *Jurnal Ecoment Global*, 7(2). <https://doi.org/10.35908/jeg.v7i2.2092>
- Sopiah, E. M. dan. (2010). *Metode Penelitian: Pendekatan Praktis dalam Penelitian*. Andi Publishe.
- Sugiono, A., Masykuroh, E., Sungkawati, E., Setyadjit, S., Dahliani, L., Yustina, I., Yogopriyatno, J., & Hermawati, I. (2023). Developing model of logistics capability, supply chain policy on logistics integration and competitive advantage of SMEs. *Uncertain Supply Chain Management*, 11(3), 1009–1018.
- Suryani, N. L., & Sulaeman, A. (2021). Pengaruh Rekrutmen Dan Seleksi Karyawan Terhadap Kinerja Karyawan PT. Telkom Akses Jakarta Barat. *Jurnal Disrupsi Bisnis*, 4 Nomor 02.
- Susan, E. (2019). MANAJEMEN SUMBER DAYA MANUSIA. *Jurnal Manajemen Pendidikan*, 9(2), 952–962.