



## **Employee Recruitment in Islamic Perspective (Analysis of Employee Recruitment Process at Waroeng Steak & Shake)**

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### **Abstract**

*This study aims to recruit employees at Waroeng Steak & Shake in an Islamic perspective. This research on employee recruitment in an Islamic perspective is carried out using a qualitative approach with the type of field research (field research) with data collection techniques using Interview, Observation and Documentation. The results showed that the employee recruitment process carried out by Waroeng Steak & Shake was carried out based on Islamic principles both sourced from the Qur'an or Hadith. In the employee recruitment process, Waroeng Steak & Shake emphasizes competence and integrity. In Islam, competence and integrity can be reflected in religious competence (quwwah al-din), expertise (quwwah al-ahliyah), work ethic (quwwah fikr wa ruhiyah), and trustworthiness.*  
**Keywords:** Employee Recruitment, Islam, Waroeng Steak & Shake

### **Abstrak**

Penelitian ini bertujuan untuk proses rekrutmen karyawan di Waroeng Steak & Shake dalam perspektif Islam. Penelitian tentang rekrutmen karyawan dalam perspektif Islam ini dilakukan dengan menggunakan pendekatan kualitatif dengan jenis penelitian lapangan (*field research*) dengan teknik pengumpulan data menggunakan Teknik Wawancara (*Interview*), Observasi (Pengamatan) dan Dokumentasi. Hasil penelitian menunjukkan bahwa dalam proses rekrutmen karyawan yang dilakukan Waroeng Steak & Shake dilakukan berdasarkan prinsip-prinsip Islam baik bersumber dari al-Qur'an ataupun Hadis. Dalam proses rekrutmen karyawan, Waroeng Steak & Shake menonjolkan kompetensi dan integritas. Dalam Islam, kompetensi dan integritas dapat tercermin dalam kompetensi agama (*quwwah al-din*), keahlian (*quwwah al-ahliyah*), etos kerja (*quwwah fikr wa ruhiyah*), dan amanah.

**Kata Kunci:** Rekrutmen Karyawan, Islam, Waroeng Steak & Shake

### **INTRODUCTION**

In the current era of globalization, the discussion of the scope of work is a very important factor. Intense competition in various fields of work makes those involved in it want to give the best for others (Sugiarto, 2002: xiii). An increasingly complex and challenging environment that is transformed by many factors such as globalization, technological developments, the increasingly rapid spread of new technologies, to their development and use greatly colors the world. These factors have brought about drastic changes and have affected various aspects of people's lives around the world, including Indonesia. Changes in a complex and dynamic environment will also affect the ability of organizations, especially business

organizations, to compete and maintain their competitiveness. This ability will be largely determined by the quality of human resources or human capital owned (Marwansyah, 2010: 2).

Human Resources (HR) is very important in achieving company goals. The survival of the company depends on the extent to which the company is able to take advantage of opportunities and overcome threats from the external environment with all the potential of its resources. The availability of quality human resources is an invaluable asset for the company. Therefore, the company must try to obtain and place workers in accordance with their respective fields of expertise so that the company's goals can be realized. To realize the quality of the company's work, it is necessary to recruit in accordance with the potential of human resources (Sari, 2011).

Employee recruitment is an attempt by a company to get prospective workers who are in accordance with the qualifications and standards that have been set by the company to fill vacancies in related companies. Each applicant will then carry out a selection process until the company decides whether or not the applicant is eligible to occupy the specified position (Winarti & Prasetiono, 2016).

Recruitment is carried out due to the availability of large enough job vacancies in various work units within the organization, among others due to the newly established organization, the expansion of business with diversification, the presence of employees who quit, resign, retire, and other reasons. Whatever the reason, so that there are vacant jobs within the organization, it is clear that these vacancies must be filled immediately with appropriate and suitable officials so that there is no vacuum and congestion or a slowdown in the operational process of carrying out tasks. To fill job vacancies as soon as possible, recruitment activities must be carried out (Sihotang, 2007: 27).

Based on research conducted by Suastika Dewi and Gede Sri Darma (2017), it shows that recruitment has a significant effect on training, placement and employee performance. In the current era, there is still an Employee Recruitment Selection System that is semi-manual, for that a website-based application system is needed (Purwantih, Fuji, Amelia, Dwi, & Bilqis, 2020).

The concept of recruitment is widely studied in various fields of organizational or business science. Even Islam has contributed to this. The selection of prospective employees in Islam is based on their knowledge, experience and technical abilities. A good Muslim employee is an individual who has the ability with high motivation. As well as in developing the quality of human resources, it is to realize two basic characteristics, namely being strong and trustworthy. This is in accordance with the word of God in QS. Al Qasas: 26 which means: One of the two

women said: "Yes, my father, take him as a person who works (for us), because indeed the best person you take to work (for us) is a strong person who can trusted" (Al-Qasahas: 26) (Ministry of Religion RI, 2013: 389).

In the verse it is explained that strength also requires the fulfillment of skills in science, where the workforce must be responsible for the work, know their nature, demands and be able to carry out the work they carry out. In addition, workers must have the nature of trust, where trust is a guide in every job, because trust means being sincere and feeling under the supervision of Allah SWT when carrying out any work. On the other hand, the fulfillment of the element of trust in the workforce in particular and humans in general is a factor that will prevent damage in all its forms and its impact on the wastage of economic resources, weaknesses in implementation, the spread of bribery and the confiscation of property of the Muslims.

Recruitment is the process of finding, finding, and attracting applicants for employment within and by an organization. The purpose of recruitment is to get as many supplies of prospective applicants as possible so that the organization will have a greater opportunity to make a choice of prospective workers who are considered to meet the organization's qualification standards. This means that recruitment is the first step taken by a company to get reliable employees, so this process is very important so it must be pursued through a rigorous due diligence process so that the company will not be harmed in the future and can support productivity within a company (Setiawan, 2016) .

In principle, the sharia-based recruitment and selection process aims to find an employee who combines the elements of trustworthiness and professionalism in him. So that in the end the elements of corporate culture compatibility and the suitability of competencies and talents needed (Culture fit and job fit) will be fulfilled. Culture fit in the context of trust, if further developed, can be in the form of competencies such as honesty, responsibility, visionary, disciplined, fair, able to work together and care which is a reflection of the nature or name of Allah (Ginanjar, 2000: 37).

Waroeng Steak and Shake is one restaurant that sells various kinds of processed steaks and various other drink menus. Waroeng Steak and Shake, popularly known as WS, was founded by Jody Brotosuseno and Siti Haryani, September 4, 2000 on Jalan Cendrawasih Demangan, Yogyakarta. Waroeng Steak and Shake always emphasizes all halal food and beverage ingredients and applies Islamic values in the development of human resources (HR) including in the employee recruitment process. Seeing this, researchers are interested in conducting research on the implementation of Islamic perspective employee recruitment in Waroeng Steak and Shake. Therefore, the aim of this research is to describe the process of employee recruitment from an Islamic perspective at Waroeng Steak & Shake.

## LITERATURE REVIEW

### Employee Recruitment

Management of Human Resources (HR) is important in achieving goals. Generally, company leaders expect good performance from each employee in carrying out the tasks assigned by the company. The company realizes that Human Resources (HR) is the basic capital in the company's development process even nationally, therefore the quality of HR must always be developed and directed in order to achieve the goals set by the company.

The human resource management activities consist of: human resource planning, procurement, direction, development, maintenance, and termination. This is intended so that companies can manage good human resources effectively and efficiently. One of the activities in HR management is recruitment and selection (Etikawati & Udjang, 2016).

Human Resources (HR) is one of the important aspects in the company, because HR will manage other aspects such as technology, resources and capital, this causes the recruitment process and allocating training to be important in the company (Hery, Christopher, Widjaja , & Suryasari, 2019).

This increasingly shows how important the issue of recruitment is. Recruitment is the process of seeking, finding, and attracting applicants to be employed in and by an organization or company (Karim, 1997: 29). The purpose of recruitment is to get as many supplies of prospective applicants as possible so that the organization will have a greater opportunity to make choices for prospective workers who are considered to meet the organization's qualification standards (Setiawan, 2016: 34).

According to Malthis in Ena Etikawati and Raswan Udjang (2016) Recruitment is a process of gathering a number of applicants who have qualifications that are in accordance with what the company needs, to be employed in the company. To realize the planned workforce recruitment function, the next step will be recruitment through various most suitable methods. To achieve effective work results, companies will need workers who have the best quality. Because the recruitment of workers in a company or organization is very important, because it is in the success or failure of attracting a qualified workforce that will support the creation of productivity within a company. This is a form of minimizing the risk of hampering the fulfillment of organizational goals. Because in reality, many companies fail to carry out training and development activities and other human resource management functions because of mistakes in choosing the right withdrawal method (Tulus, 1996: 16).

But basically the importance of recruitment activities is getting bigger nowadays for several reasons, including:

1. The majority of organizations, both private and public, assume that there will be a shortage of employees who have the skills needed for modern employees.
2. Organizational streamlining and cost-saving measures introduced in recent years have caused the budget to be smaller than before (Sulistiyani, 2003: 134).

Some of the reasons for recruitment are the establishment of a new organization, the expansion of organizational activities, the creation of new jobs and activities, the existence of jobs being transferred to other organizations, the existence of employees who quit with respect or disrespect, the existence of workers who stopped due to entering retirement age, and there were workers who died (Setiani, 2013).

According to the Islamic view, these professionals are characterized by three things, namely: 1) Kafaah, namely the existence of expertise and skills in the field of work carried out; 2) Himmatul Amal, which has a high spirit and work ethic and; 3) Amanah, which is trusted and responsible. responsibility in carrying out various duties and obligations and not betraying the position he occupies (Kusuma & Yusanto, 2003: 156).

There are many methods that can be applied by organizations in recruiting employees including (Priansa, 2014: 99-100):

1. Series theory, namely by determining the number of employees who work on a workload that varies every day. For example, how many interviewers are needed if the arrival of applicants is irregular or cannot be ascertained;
2. Sample, namely controlling the list of bookkeeping inventory, conclusions about the characteristics of the population of employees and a special level of reliability;
3. Linear programming, ie by determining the sources that are rare in common habits in an organization. Sorting out prospective employees through symbols or accepted variables to be linear;
4. Decision theory, namely the executive body that directly determines which candidates will be recruited and how many workers are needed;
5. Correlation, namely comparing the functional correlation of departments, filled with one whether mentioning the disruption of other departments;
6. Game theory, namely by presenting recruitment through competition between job applicants;
7. The index number method, with a measure of price fluctuation, the number of organizational activities associated with a certain period (Time series analysis, with the interpretation of employee withdrawals, training costs, and production, within a certain period);
8. Simulation, namely testing workers through a simulation of routine work processes in the short term or at the time of the test;

9. Evaluation program review technique, by giving an overview to the recruited employee regarding the network of work activities, determining sources, considering time and cost, compiling a network, and channeling criticism of the recruitment procedure;
10. Quality control chart statistics, determine the classes of departments with certain qualifications of workers requirements to enter it, so as to control and determine workers;
11. Inventory model, by determining the employees associated with the organization's inventory;
12. Production integration model, which reduces labor, production and inventory costs as little as possible.

## RESEARCH METHODS

Research on the implementation of Islamic perspective employee recruitment in Waroeng Steak and Shake was carried out using a qualitative approach with the type of field research (*field research*) with data collection techniques using *Interview*, Observation and Documentation techniques. Then the data collected was analyzed using qualitative descriptive analysis technique which consists of three stages, namely: first, the Data Reduction stage, *which is* the process of classifying and categorizing the data found in research on employee recruitment with an Islamic perspective in Waroeng Steak and Shake. Second, the data presentation stage (*Display Data*), which is a checking technique in the research process that is used to make it easier for researchers to make data into a social picture in the form of words, as well as to correct the existing data unity from the results of research conducted (Sugiyono, 2010). 2014: 343) regarding the recruitment of employees with an Islamic perspective in Waroeng Steak and Shake. Third, the conclusion and verification stage is a step to draw the core points and the truth about employee recruitment with an Islamic perspective contained in Waroeng Steak and Shake.

## DISCUSSION

### History of Waroeng Steak & Shake

Waroeng Steak and Shake is a restaurant that sells various kinds of steaks and various other drink menus. Waroeng Steak and Shake, popularly known as WS, was founded by Jody Brotosuseno and Siti Haryani on September 4, 2000 on Jalan Cendrawasih Demangan, Yogyakarta. Waroeng Steak and Shake conducted an experiment by providing a menu of rice served with steak (not potatoes, long beans, carrots, or other types of food that are usually eaten with steak).

Waroeng Steak and Shake implements a new innovation in the form of steak at an affordable price and has a taste that is no less delicious than steaks that are sold at high prices. Waroeng Steak and Shake always

emphasizes all halal food and drink ingredients.

Until 2018, Waroeng Steak and Shake has had 73 outlets spread throughout Indonesia covering big cities such as; Medan, Pekanbaru, Palembang, Lampung, Bandung, Jakarta, Bogor, Cirebon, Tegal, Semarang, Ungaran, Solo, Yogyakarta, Malang, Bali, Makassar and Surabaya. Through its motto "not an ordinary steak", it focuses on placing expensive food items that can be owned by anyone and in this concept everyone can make luxury cuisine common. The main goal of Waroeng Steak and Shake is to become a global halal & toyyib culinary superbrand from Indonesia with an era of good spiritual management.

Waroeng Steak and Shake offers a variety of processed steak menus, including; Waroeng-style steak, cihicken single hot cheese, chicken double bleu cheese, crispy chicken steak, chicken cordon bleu, snapper steak, squid steak, carp steak, chicken drum steak, and other menus as well as the drink menu, among others; milk shakes, fresh and fun milk shakes, orange juice and hot and ice drinks. One of the mainstay menus of Waroeng Steak and Shake itself is Waroeng-style steak, the basic ingredient of which is beef and processed with typical Indonesian spices.

Unlike other steakhouses that have an expensive stigma, Waroeng Steak & Shake is here as a steakhouse that can touch all walks of life with the main target being students. Waroeng Steak and Shake always prioritizes the halalness of all food ingredients and all types of drinks. Even with local ingredients, Waroeng Steak and Shake is able to serve high European flavors at prices that are affordable for the Indonesian people. Until now, the Waroeng Steak and Shake outlet continues to grow with around 90 branch outlets spread throughout Indonesia and employs 1700 employees. In its 19th year, Waroeng Steak & Shake is consistent in developing the Spiritual Company concept.

Vision and Mission of Waroeng Steak & Shake

1. Company Vision

The vision of Waroeng Steak & Shake is to become a global culinary superbrand from Indonesia, Halal and Thoyib.

2. Company Mission

The mission of Waroeng Steak & Shake is as follows: 1) To make the company as a means to get the pleasure of Allah SWT and its existence always provides welfare to all employees and is beneficial to many people. 2) Work is worship, without letting go of the elements of high responsibility and discipline. 3) Always developing towards goodness according to Islamic sharia. 4) Build a halal, technological and high-quality business that is oriented to the best service. 5) Always innovate in product development based on local wisdom. 6) Build and develop potential in particular for employees and small and medium business partners in general. 7) Generate profit, build image, develop business

professionalism based on Islamic principles.

### **Employee Recruitment from an Islamic Perspective at Waroeng Steak & Shake**

In this context, employee recruitment at Waroeng Steak & Shake begins with an analysis of human resource needs which includes management and outlet resources. Management resources include the selection of employees who are placed in central management in Yogyakarta. Meanwhile, outlet resources include the selection of employees who are placed in Waroeng Steak & Shake outlets or branches spread throughout Indonesia.

In the field of procurement, the employee recruitment process carried out by Waroeng Steak & Shake is carried out based on Islamic principles both sourced from the Qur'an or Hadith. In the employee recruitment process, Waroeng Steak & Shake emphasizes competence and integrity. In Islam, competence and integrity can be reflected in religious competence (*quwwah al-din*), expertise (*quwwah al-ahliyah*), work ethic (*quwwah fikr wa ruhiyah*), and trustworthiness (Ali, 2005: 130). The four competencies in the procurement of this aspect must be carried out to the maximum so that there will be no wrong choices in meeting the needs of employees (Ahmad, 1995: 143).

This is based on the hadith of the prophet as follows: From Abu Hurairah, he said: The Messenger of Allah said: *"If the mandate has been wasted, just wait for destruction to occur."* There was a friend asked; *"How does it mean to be wasted? The Prophet replied; "If the matter is left to an expert, then wait for the destruction"* (Al-Bukhari, nd: 104).

While the initial step in the process of selecting prospective workers in Islam, has several binding provisions. This process begins with determining the duties and responsibilities work in detail. Then the selection of several prospective workers who are competing. The choice is made jointly, because opinions are considered more responsible than personal opinions in determining who is more appropriate and worthy. In the view of Islamic teachings, everything must be done neatly, correctly, and regularly. The processes must be followed carefully. Something should not be done carelessly. This is the main principle in Islamic teachings (Hafidhuddin & Tanjung, 2003:1).

In the employee recruitment process, Waroeng Steak & Shake refers to four established criteria, namely:

1. Level of religious knowledge Religious

Understanding (religiosity) is also a person's religious attitude in understanding and living religion into life which includes beliefs, religious practices, experiences, religious knowledge, and the practice of religion in behavior (Jalaludin, 1997: 109). In addition, religiosity is



also an aspect that has been lived by individuals in the heart, the vibration of personal conscience and personal attitude (Mangunwijaya, 1986: 13). The same thing was also expressed by Glock & Stark in Dister (1998: 43) regarding religiosity, namely a religious attitude which means that there is an element of internalization of religion into a person.

Religion or religiosity can be manifested in various aspects of human life. Religious activity does not only occur when a person performs ritual behavior (worship), but also when carrying out other activities that are driven by the level of faith in the occult. Therefore, religion has many dimensions. Religion in the sense of Glock and Stark is a symbol system, belief system, value system and behavior system which is symbolized and centered on issues that are internalized as the most meaningful (ultimate meaning) (Ancok & Suroso, 1994: 76).

The attitude of religiosity possessed by each individual will be a limitation in carrying out competition in the world of work. Religiosity encourages each individual to always be wiser in dealing with work challenges. Fear of threats from nature and human beliefs, makes humans to always behave better by obeying orders and avoiding Allah's prohibitions with sincerity. The level of faith or religiosity of each employee in a company in accordance with their respective religions will have an effect on increasing employee performance.

This behavior will have an impact on the progress of the company with the value of religiosity that has long been embedded in each individual employee at work. Human behavior is based on the religious education they had as a child, teenager, and pre-adolescent.

This knowledge will have an impact that will describe behavior that obeys rules and orders and carries out tasks in accordance with established regulations. Humans who have knowledge of religiosity give more substance value to tasks or performance that must be carried out, including compliance with rules, responsibility for tasks, and so on. With the attitude of religiosity in the individual human being, it creates spiritual intelligence that encourages a person to be happy in carrying out his work. Happiness makes a person comfortable at work, so that it will increase their quality and productivity (Maulana, 2019: 27).

To determine the level of religious knowledge of prospective employees at Waroeng Steak & Shake, management conducted interviews by asking questions about reading and writing the Koran. This method is an important consideration in the procurement of new employees, so that the company's spiritual vision can be realized based on the knowledge of reading and writing the Qur'an.

The criteria for religious knowledge are not only based on the ability to read and write, but Waroeng Steak & Shake also applies regulations for

prospective employees who will register by prioritizing applicants who do not smoke. This is related to the assumption that in religion cigarettes do not provide benefits and even cause madhorot.

In addition, the aspect of honesty is an important qualification in employee recruitment at Waroeng Steak & Shake. This is because these aspects are closely related to one's faith. This aspect also supports the realization of Waroeng Steak & Shake's vision to become a spiritual company. For this point, it cannot be assessed physically, so to find out someone's honesty, an interview is carried out by asking several questions related to work at Waroeng Steak & Shake for the long term and obligatory and sunnah worship activities.

## 2. Expertise

recommends that in selecting or selecting employees who will be accepted by a company or organization it should be done as well as possible so that there will be no wrong recruitment and placement of employees. As the hadith of the Prophet Muhammad SAW, which means: *"When a job is handed over to people who are not experts, then wait for destruction"* (HR. Bukhari) (Salim, 1985: 80).

From the hadith above, it can be explained that when a position is occupied by a person who is not an expert, then it is not good to get. However, most likely what will arise is damage because the person does not have expertise in that field.

With regard to expertise and skills, Islam stipulates that a person who will be appointed to a certain position or task, especially if it is related to the decision of the people, must be a person who has expertise and skills in that task or position. On that basis, the officers, employees and leaders who will be appointed must be selected from the most appropriate people. Islam warns that the act of appointing people who are not experts or inappropriate people is considered to have violated the mandate and betrayed Allah, His Messenger and betrayed the Muslims (Kusuma & Yusanto, 2003: 104).

In an effort to get employees who have expertise in their fields, in the recruitment of Waroeng Steak & Shake employees, selection is applied according to expertise. The selection of prospective employees consists of two stages, namely administrative selection and interviews. In the administrative selection, it is required that prospective employees must be Muslim (male), 18-25 years old, physically and mentally healthy, honest, preferably working experience in the culinary field. Meanwhile, the interview was conducted by the human resource manager at Waroeng Steak & Shake.

## 3. Work ethic

In addition to having expertise and skills, a person is said to have a professional attitude if he is always enthusiastic and serious in

carrying out his duties. Islam strongly encourages every Muslim to always work hard, earnestly devote his energy and ability in carrying out various jobs that have become his responsibility. It can be concluded that a Muslim at work must be serious and full of enthusiasm, in other words, he must work hard (hard worker) who is also a productive and innovative person (Mursi, 1997: 114). As the word of Allah SWT in Surah Saba' verse: 13 which means: "*The jinn made for Solomon what He wanted from tall buildings and statues and plates that were (big) like ponds and pots that were fixed (located) on the stove. Work O family of David to give thanks (to Allah). and very few of My servants give thanks*" (Saba':13).

Work ethic criteria are an important consideration in employee recruitment and selection decisions at Waroeng Steak & Shake. The work ethic of prospective employees of Waroeng Steak & Shake is assessed during the interview selection. This can be seen from the honesty and consistency of prospective employees in answering questions posed by Waroeng Steak & Shake. Besides honesty and consistency as indicators of one's work ethic, the balance between the world of work and worship is also one of the considerations. Worship is considered to be an indicator to show a person's work ethic. If someone's worship is good, it can be concluded that the person concerned has a high work ethic.

#### 4. Amanah

Amanah is to strictly maintain all the principles of prudence and honesty in managing the business in the workplace. A person who is entrusted with managing a business means he can be trusted, while in a book by Anton Ramdan it is stated that trust is to maintain the trust of others given to us (Ramdan, 2013, 51). A person is called a trust when he can maintain trust, either in the form of a deposit for another person or a secret.

Trust is not an easy thing to do, trust can be said to have become a rare item, just like honesty, sometimes to get it requires sacrifice. The opposite of trust is betrayal, betrayal will cause hurt, anger, disappointment, and other bad feelings. Therefore, the nature of trust is a trait that must be possessed by a Muslim, moreover it must be owned by a Muslim entrepreneur because he is always in contact with the market, which is a zone where a lot of trust is betrayed (Ramdan, 2013: 52). Trust or trust is the main capital for the creation of conditions of peace and stability in the community, because trust is a moral and ethical foundation in muamalah and social interaction.

Islam wants every employee to have a high awareness of maintaining the rights of Allah and the rights of fellow human beings, always maintaining a balance in their business activities and not being too tight but not too slack. He must not underestimate it or

underestimate the trust entrusted to him because the trust is a big responsibility.

A professional Muslim worker must have a trustworthy, trusted and responsible nature, work sincerely and devote all the potential he has in order to realize the goals of the organization and not only look for his personal interests, so that a spirit of trust emerges, namely being able to carry out duties and be responsible for Assigned job. As the word of Allah SWT in Surah (An-Nisa': 58) which means: "*Indeed, Allah commands you to convey the message to those who are entitled to receive it, and (orders you) when determining the law between humans so that you judge fairly. the best to you. Verily, Allah is All-Hearing, All-Seeing.*" (An-Nisa': 58).

From the verse above, it can be understood that Allah SWT ordered his servants to convey the mandate to those who are entitled to receive it because the attitude of trust will have a positive impact on the perpetrator, institution or company, society and even the state. On the other hand, an untrustworthy attitude will have bad consequences. For a person, an untrustworthy attitude makes the wealth he acquires not a blessing. For institutions or companies, untrustworthy attitudes will lead to losses and inefficient.

Trust is an important factor to determine the suitability and feasibility of a prospective employee. This can be interpreted by carrying out all obligations in accordance with Allah's provisions and fearing His rules. In addition, carrying out the duties carried out as well as possible in accordance with the procedures, is not colored with elements of nepotism, acts of injustice, fraud, intimidation, or tendencies towards certain groups. Prospective employees must be selected based on merit and worth. In Islam, the process of appointing employees must be based on the propriety and feasibility of prospective employees for the work they are doing (Sinn, 2010: 106).

Recruitment at Waroeng Steak & Shake is done through internal and external sources. Internal sources are carried out by transferring or transferring employees who have qualifications for the job. The more trustworthy and responsible employees are, the easier it will be to get the desired position. Meanwhile, external sources of recruitment come from job fairs, peer referrals, and by placing advertisements through social media such as Facebook and Instagram.

## CONCLUSION

From the previous descriptions, the following points can be stated: *First*, In the employee recruitment process, Waroeng Steak & Shake emphasizes competence and integrity. In Islam, competence and integrity can be reflected in religious competence (*quwwah al-din*), expertise (*quwwah*

*al-ahliyah*), work ethic (*quwwah fikr wa ruhiyah*), and trustworthiness. *Second*, to find out the level of religious knowledge of prospective employees at Waroeng Steak & Shake, management conducted interviews by asking questions about reading and writing the Qur'an. *Third*, in an effort to get employees who have expertise in their fields, in the recruitment of employees at Waroeng Steak & Shake, selection is applied according to expertise. *Fourth*, the work ethic of Waroeng Steak & Shake employees in recruitment can be seen from the honesty and consistency of prospective employees in answering questions posed by Waroeng Steak & Shake. *Fifth*, the more trustworthy and responsible employees are, the easier it will be to get the desired position.

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