

Islamic psychology in the recruitment and selection process: A case study of a ceramic distribution company at Pekanbaru, Indonesia

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Abstrak: Penelitian ini bertujuan untuk menganalisis sistem rekrutmen dan seleksi berbasis nilai-nilai Islam pada suatu perusahaan keluarga yang bergerak di bidang distribusi keramik. Pendekatan penelitian yang digunakan adalah kualitatif dengan metode studi kasus. Data dikumpulkan melalui wawancara mendalam, observasi, dan studi dokumen terhadap pimpinan dan supervisor gudang perusahaan. Hasil penelitian menunjukkan bahwa proses rekrutmen dan seleksi di organisasi ini menitikberatkan pada integritas moral dan spiritual calon karyawan, selain kompetensi teknis. Indikator utama yang diperhatikan meliputi niat bekerja, kejujuran, tanggung jawab, dan kesesuaian nilai pribadi dengan budaya organisasi. Perusahaan juga menghadapi tantangan dalam menemukan kandidat yang memiliki kemampuan profesional dan nilai-nilai spiritual secara seimbang. Sistem ini berdampak positif dalam membentuk budaya kerja yang harmonis, meningkatkan komitmen, serta mengurangi tingkat pengunduran diri. Studi ini menunjukkan bahwa penerapan nilai Islam dalam manajemen SDM merupakan strategi yang relevan dalam membentuk organisasi yang berorientasi pada keberkahan dan keberlanjutan.

Abstract: This study aims to analyze a recruitment and selection system grounded in Islamic values within a family-owned company operating in the ceramic distribution sector. The research employs a qualitative approach using a case study method. Data were collected through in-depth interviews, direct observations, and document analysis involving the company's leader and warehouse supervisors. The findings reveal that the recruitment and selection process in the organization emphasizes candidates' moral and spiritual integrity in addition to their technical competencies. Key indicators considered during the selection process include work intention, honesty, responsibility, and the alignment of personal values with the organizational culture. The company also faces challenges in identifying candidates who possess a balanced combination of professional capabilities and strong spiritual values. Nevertheless, the implementation of this value-based recruitment system contributes positively to the development of a harmonious work culture, enhances organizational commitment, and reduces turnover intentions. This study highlights that integrating Islamic values into human resource management practices can serve as a relevant strategy for fostering organizations oriented toward ethical conduct, sustainability, and long-term organizational well-being.

Kata Kunci:

Manajemen SDM, nilai Islam, rekrutmen seleksi, spiritual, studi kasus

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Case study, human resources management, Islamic values, recruitment, selection



The implementation of an Islamic-based recruitment and selection system plays a crucial role in fostering an organizational environment that reflects Islamic values. Such a system aims to develop individuals who are not only intellectually competent but also possess strong moral character and spiritual integrity. Institutions, including higher education institutions and business organizations, are therefore required to select individuals who demonstrate integrity, ethical conduct, and spiritual commitment, enabling them to serve as role models within their professional and social environments.

According to Chusairi et al. (2024), recruitment and selection strategies from a Sharia-based professional perspective emphasize not only technical competence but also personal character aligned with Islamic principles. This approach enables institutions to obtain human resources of higher quality while pursuing organizational practices that are ethically grounded and spiritually meaningful. Similarly, Nagiuddin and Jamilus (2024) argue that in the context of Islamic education, employee selection should incorporate considerations of religious knowledge, personality, and the practical implementation of Islamic teachings, ensuring that professional qualifications are consistent with moral and spiritual integrity.

The practical application of these principles has been observed in various institutions. This perspective is consistent with the theory of Islamic human resource management described by Abdillah and Nurfauzan (2022), which emphasizes that the selection process in Islam should encompass academic capability, moral character, and spiritual values, rather than focusing solely on technical skills. For instance, Rahayu et al. (2020) reported that the Sunniyyah Islamic College in Grobogan implements principles of justice and transparency in the recruitment of lecturers, while emphasizing integrity and commitment to Islamic teachings so that lecturers can serve as exemplary figures for students.

As the capital of Riau Province, Pekanbaru is culturally rooted in Malay-Islamic values, where Islamic principles deeply influence both social life and local business ethos. Within the competitive business landscape of Pekanbaru, the cultural framework of the local workforce is heavily intertwined with Malay-Islamic values, where spiritual traits like shame-proneness and moral self-control dictate workplace counterproductive behavior (Cucuani et al., 2022). Furthermore, empirical evidence from the local industrial context in Pekanbaru demonstrates that the integration of Islamic work ethics is highly predictive of superior employee performance and professional accountability (Zulhelmy & Suryadi, 2021). Therefore, a selection process grounded in Islamic psychology is not just a theoretical ideal but a contextual necessity for businesses operating in this region.

Furthermore, the study conducted by Mardiah (2016) indicates that Islamic principles derived from the Qur'an and Hadith serve as the primary foundation for

human resource management practices in Islamic organizations, including recruitment, selection, and employee placement. These principles are not merely normative ideals but also represent practical and effective managerial strategies. By integrating academic competence, moral character, and spiritual values into the selection process, institutions are able to establish organizational environments that promote fairness, transparency, and adherence to Islamic ethical standards.

Recruitment and selection constitute fundamental components of human resource management, as they significantly influence the quality and productivity of an organization's workforce. Recruitment is designed to attract potential candidates who meet organizational requirements, whereas the selection process aims to identify and appoint the most suitable individuals for available positions (Hasan et al., 2023). Within the manufacturing sector, including the ceramic distribution industry, these processes are particularly critical to ensure that organizations acquire employees who are not only technically capable but also able to collaborate effectively within teams and demonstrate a strong sense of responsibility in performing their duties.

This company is a family-owned enterprise which is not only focuses on product quality and customer satisfaction, but also integrates Islamic values deeply into the company's work culture. Principles such as honesty, responsibility, fairness, and cooperation are upheld in every aspect of operations. By embracing Islamic values as the foundation of work ethics and behavior, the company creates a harmonious, professional, and blessing-oriented work environment in all its endeavors. As a company engaged in ceramic distribution, the organization faces specific challenges in recruiting employees who possess particular competencies, such as knowledge of distribution routes, teamwork capabilities, and a high level of accountability in carrying out operational tasks (Jankerman, 2022). Consequently, the recruitment process implemented by the company does not solely emphasize technical qualifications but also evaluates the attitudes and personal characteristics of prospective employees that may contribute to the effectiveness of organizational operations. According to Rahayu et al. (2024), Islamic-based recruitment integrates academic competence, moral-spiritual values, and professional capability, which are reflected through principles of transparency and fairness during the selection process. Similarly, Hendrizal et al. (2024) explain that recruitment effectiveness is influenced by several factors, including the clarity of intentions and objectives, the formulation of appropriate selection criteria, organizational reputation, and the implementation of transparent and equitable procedures.

This company applies a systematic selection process to assess the competence and suitability of candidates in relation to organizational needs. An effective selection mechanism also contributes to the establishment of a conducive and professional working environment within the organization. As a family-owned enterprise, the company not only prioritizes product quality and customer satisfaction but also

consistently integrates Islamic values into its organizational culture. Ethical principles such as honesty, responsibility, justice, and cooperation are embedded in daily operational practices. By adopting Islamic values as the foundation of workplace ethics and employee behavior, the organization fosters a harmonious, professional, and value-oriented working atmosphere.

Moreover, the company implements a recruitment and selection framework that prioritizes fundamental ethical values, including honesty, responsibility, and the intention to work as a form of worship. This approach indicates that the organization does not merely seek individuals with high levels of intelligence or professional experience, but also candidates who demonstrate commendable character and spiritual alignment with the organizational culture. However, a major challenge faced by the company is identifying applicants who simultaneously possess strong technical competence and solid moral and spiritual values, enabling them to adapt and develop effectively within the organization.

Therefore, examining the recruitment and selection practices implemented by this company becomes an important area of study. This research aims to analyze whether the recruitment and selection system applied by the company is consistent with Islamic principles and to identify potential challenges encountered during its implementation. The findings of this study are expected to provide insights and recommendations for improving the effectiveness of human resource management practices, thereby supporting the organization's long-term development and competitiveness.

Specifically, this study focuses on two main objectives. First, it seeks to examine whether the company's recruitment and selection system is aligned with Islamic perspectives. Second, it aims to find out what the obstacles are in the recruitment and selection system in this company. Based on these objectives, this study addresses the following research questions: Is the recruitment and selection system implemented by the company consistent with Islamic perspectives? and What obstacles are encountered in the implementation of the company's recruitment and selection system?

METHOD

This study employed a qualitative research approach using a case study design. Data were obtained through interviews, observations, and document analysis conducted within the selected company. The participants involved in this research were the company director and the warehouse supervisor. These participants were purposively selected because they possess extensive knowledge regarding the company's operational activities and were considered capable of providing relevant and comprehensive information required for the study.

Data collection was carried out through several techniques. First, document analysis was conducted by reviewing materials available on the company's official information channels, including its social media platforms. In addition, in-depth interviews were undertaken with the company director and the warehouse supervisor to obtain detailed insights into the recruitment and selection practices implemented within the organization. During the interview process, the researchers simultaneously conducted observations to obtain a general understanding of the organizational environment as well as the typical behavioral patterns displayed by the leaders and employees.

The document analysis stage involved identifying, collecting, and reviewing documents related to the organization. This process aimed to obtain information concerning several aspects, including the organization's vision, mission, objectives, and motto; the organizational logo and its meaning; the historical background of the organization's establishment; data related to organizational performance and achievements; and other relevant organizational information accessible through official information media and social networking platforms.

Observational activities were conducted concurrently with the interview sessions. Prior to the observations, the researchers prepared an observation guideline to ensure systematic data collection during the process. The observations focused on obtaining a general overview of the organization and identifying the characteristic behaviors of leaders and organizational members while performing their daily responsibilities.

Similarly, before conducting the interviews, the researchers developed an interview guide to structure the data collection process. The interview guide included several key topics, such as the background underlying the company's implementation of recruitment and selection processes; participants' understanding and interpretation of recruitment and selection; the aspects or indicators considered in these processes; factors that support the implementation of recruitment and selection; potential obstacles encountered during their implementation; strategies adopted to address these challenges; and the perceived impacts or outcomes of the recruitment and selection practices.

In addition, the researchers prepared supplementary observation guidelines to support the identification of the organization's general characteristics and the distinctive behavioral patterns of both leaders and employees within the company. Through the integration of interviews, observations, and document analysis, the study aimed to obtain a comprehensive understanding of the recruitment and selection practices implemented in the organization.

Data analysis

The qualitative data in this study were analyzed using the interactive analysis model proposed by Miles et al. (2014). This approach conceptualizes qualitative data analysis as an interactive and continuous process that proceeds simultaneously with data collection until the data reach saturation (Sugiyono, 2023). The analysis process in this study consisted of three main stages: data condensation, data display, and conclusion drawing with verification.

Data condensation. Data condensation can be understood as the analytical process of selecting, concentrating, simplifying, abstracting, and transforming information derived from the complete corpus of qualitative materials, including written field notes, interview transcripts, documents, and other empirical sources. Through this procedure, the data are systematically refined so that their relevance and analytical value become clearer and more robust for subsequent interpretation.

Data display. After the data had been reduced, the next step involved presenting the organized data in a structured form. In qualitative research, data presentation may take the form of concise descriptions, diagrams, category relationships, or flowcharts. However, narrative presentation is most commonly employed to explain research findings comprehensively. The presentation of data enables researchers to better understand patterns, relationships, and emerging themes within the dataset, thereby supporting the development of further analytical interpretations.

Drawing and verifying conclusions. At this stage, researchers formulated interpretations based on the analyzed data and verified them continuously throughout the research process. The conclusions derived from qualitative research may address the research questions initially proposed; however, they may also evolve as new insights emerge during fieldwork. Ultimately, the conclusions are presented in the form of descriptive explanations that clarify phenomena or objects that were previously unclear, thereby contributing to a deeper understanding of the research topic.

RESULTS

Document analysis in this study was conducted by collecting and reviewing available sources related to the company, including websites, social media platforms, and other forms of organizational media. However, the researchers were unable to obtain information from these sources because the company does not maintain an official website or social media accounts. This information was also confirmed by the participants during the interview process. Consequently, the information that was initially intended to be gathered through document analysis was incorporated into the interview questions to obtain the necessary data directly from the participants. The

only document successfully obtained by the researchers was the company's organizational logo.

Figure 1

Organizational logo



Observations in this study were carried out online using the WhatsApp platform. Although the observations were conducted within a virtual environment, the researchers were still able to identify several visual and nonverbal indicators reflecting the organizational characteristics and workplace culture of the company.

The general organizational setting observed during the interview sessions indicated a workplace atmosphere that appeared orderly and reflected Islamic values. This could be identified from the clean background of the room, adequate lighting, and the presence of Islamic visual elements such as spiritual motivational quotes or calligraphy displayed behind the participants. In addition, a sense of professionalism and simplicity was reflected in the participants' attire, which aligned with the values of modesty and politeness that form part of the organization's cultural identity.

From the perspective of communication ethics, participants demonstrated behavioral patterns consistent with Islamic etiquette. For instance, the interview was initiated with the greeting "Assalamu'alaikum," and throughout the interaction participants communicated using a calm tone and polite language without exaggeration. These attitudes were not only evident in their verbal communication but were also reflected in their composed facial expressions and well-structured responses.

The interaction patterns observed during the interviews also illustrated the leadership style and organizational behavior within the company. Participants,

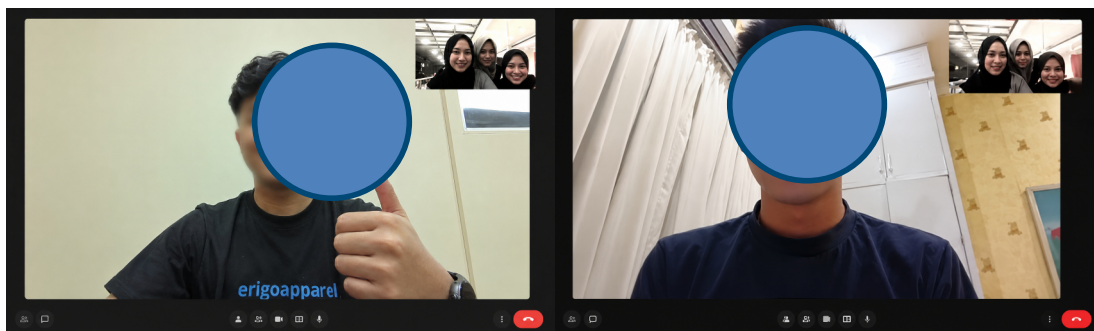
including those in leadership positions, demonstrated openness, attentiveness, and thoughtful responses when addressing the researchers' questions. Such interaction patterns indicate an organizational culture that emphasizes reflective communication and mutual respect, grounded in Islamic values.

Furthermore, the practice of greeting others with Islamic salutations in a work-related context suggests that Islamic values are not merely symbolic but have been integrated into daily communication practices within the organization. This cultural pattern indicates that the organization embraces Islam not only as an institutional identity but also as a set of values that shape the behavior and interactions of its members.

Overall, although the observation process was conducted online, the researchers were able to identify that the company exhibits an organizational character characterized by Islamic values, simplicity, and strong communication ethics. These values appear to influence daily organizational practices, including the processes of recruitment and employee selection.

Figure 2

Documentation during the interview



Participants 1

The company director as participant 1 explained that, since the organization was established, the primary vision has been to develop a business that not only seeks financial gain but also pursues spiritual blessings. Consequently, all operational activities, including recruitment and employee selection, are structured to reflect Islamic ethical values. Recruitment is therefore perceived as a fundamental stage in shaping a work environment that integrates professionalism with religious principles. In this regard, the recruitment system is designed to assess not only technical qualifications but also the moral integrity of prospective employees.

According to the participant, recruitment and selection within an Islamic framework extend beyond a purely administrative procedure. They emphasized that

these processes should evaluate broader dimensions, including personality, ethical conduct, work intentions, and personal responsibility. Islamic-oriented recruitment does not merely seek individuals capable of performing assigned tasks, but also candidates who demonstrate sincerity, honesty, and the capacity to maintain Islamic spiritual values within the workplace.

In practice, the human resource team evaluates applicants not only through curriculum vitae and professional experience but also through attitudes displayed during the interview process. Several indicators are considered, such as genuine work motivation, honesty, politeness in communication, religious habits, and the compatibility between personal values and the organization's work culture. Such value alignment is considered essential because it influences employees' adaptability and their ability to collaborate effectively within teams.

The effective implementation of the Islamic-based recruitment system at the company is supported by a workplace culture that has embraced Islamic values since its establishment. Leadership also plays a significant role in reinforcing these principles through exemplary behavior. Furthermore, the human resource team, which is accustomed to applying a value-oriented approach, contributes to maintaining the consistency of the recruitment process so that it remains aligned with the organization's vision and mission.

Despite the relatively well-established system, participants acknowledged that several challenges remain. One major difficulty lies in identifying candidates who possess both strong professional competence and well-developed spiritual values. In addition, some applicants feel uncertain or uncomfortable when questions related to religious values or practices are included in the recruitment process, which may lead to misunderstandings regarding the company's intentions.

To address these challenges, the company applies a more rigorous screening process from the early stages of recruitment, particularly by emphasizing the assessment of applicants' values and work intentions. In certain situations, the organization also seeks recommendations from trusted individuals, such as Qur'anic teachers or members of Islamic communities. Moreover, when candidates demonstrate potential and willingness to learn despite not fully meeting all criteria, the company may provide guidance and mentoring rather than immediately rejecting the applicant.

The application of this Islamic-based recruitment system has generated positive outcomes for the organization. According to the director, employees recruited through this approach tend to demonstrate strong loyalty, low turnover rates, and the ability to collaborate harmoniously with colleagues. As a result, the organization benefits from a cohesive and trust-based work culture, as employees share similar fundamental values. This condition supports a stable and productive organizational environment aligned with the company's broader spiritual orientation.

During the research process, the researchers also attempted to obtain organizational information through document analysis. However, because certain documents were not directly accessible, the required information was collected through interviews with the company director. The data obtained included the organization's vision, mission, objectives, and motto; the meaning of the company logo; the historical background of the organization's establishment; organizational performance achievements; and additional organizational information typically available through institutional communication channels.

The organization's vision is to become a trusted supplier of ceramics and building materials in the Riau region while prioritizing product quality, excellent customer service, and meaningful contributions to sustainable development. To realize this vision, the company has formulated several missions, including providing high-quality ceramic and building material products at competitive prices, establishing long-term relationships with customers through professional and responsive service, continuously innovating in product selection and distribution systems, empowering local human resources while building mutually beneficial partnerships with regional businesses, and contributing to physical and economic development in the Pekanbaru area and its surroundings.

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In line with these missions, the company has established several strategic objectives. These include gradually expanding market coverage across the Riau and Sumatra regions, increasing both the capacity and variety of ceramic products available, strengthening the company's reputation as a reliable partner in the building materials sector, developing efficient operational systems focused on customer satisfaction, and supporting regional development by providing materials that contribute to improved community living standards.

The company also adopts the motto "Strong, Beautiful, Independent," which symbolizes several key values: strong products that support construction and development, aesthetic qualities that enhance the appearance of buildings and spaces, and an independent spirit that encourages collective progress and organizational resilience.

The organizational logo also reflects the company's identity and business orientation. The geometric elements within a red circular form symbolize the core components of the company's operations. The zigzag motif represents the concept of strength and resilience associated with the name "Wijaya," while shapes resembling the letter "K" and a rhombus symbolize ceramics as the primary business focus. Another zigzag element conveys the idea of independence, whereas the interlocking roof illustration represents the structural strength of construction materials. In addition, an upward arrow signifies growth and future direction. The red color conveys courage and energy, while bold black typography represents professionalism and confidence. Overall, the logo communicates the image of a strong, independent company oriented toward sustainable growth in the building materials sector.

The establishment of the company was closely related to the social and economic conditions that emerged during the early stages of the COVID-19 pandemic. After completing his studies in 2019, the company director experienced a period of uncertainty as many businesses suspended recruitment and reduced operational activities due to the global crisis that began in early 2020. This situation encouraged the search for alternative economic opportunities that offered greater independence and sustainability.

Through discussions with family members who had already settled in Pekanbaru, the idea emerged to explore business opportunities in the building materials sector, particularly ceramics. At that time, Pekanbaru, the capital of Riau Province, was experiencing rapid urban development. The increasing construction of residential housing, commercial buildings, and public infrastructure generated substantial demand for building materials. Recognizing this potential, and supported by the family's experience in the building materials industry as well as an educational background in business management, the founders established a collaborative venture that was officially launched in January 2021.

Since its establishment, the company has demonstrated significant business performance. It has been able to distribute and sell approximately 35,000 boxes of ceramic and granite tiles per month. This achievement reflects not only strong market demand but also the effectiveness of the company's marketing strategies, the strength of its distribution network, and customer trust in the quality of its products.

Such performance was achieved through a gradual and challenging process. The company initially had to build trust with business partners, introduce its brand to a market already dominated by established competitors, and maintain stable product supply amid fluctuating demand. Nevertheless, through consistent teamwork and commitment, the organization was able to survive and experience notable growth within its first year of operation.

In fact, the company's rapid development has attracted attention because it has been able to reach performance levels comparable to more established competitors

within the same industry. This milestone demonstrates that a clear strategic vision, effective management practices, and a strong understanding of market demands can enable relatively new companies to achieve substantial progress within a short period.

Additional information regarding comparable organizations was also obtained through interviews with the directors of two companies, namely PT SMI and PT YHC. These discussions provided insights into their organizational structures, marketing strategies, and internal operational dynamics, which were subsequently used as comparative references in analyzing the organizational system and work culture of the company examined in this study. However, representatives of these organizations indicated that detailed performance data were not available for research purposes.

Participants 2

Based on the interview with participant Y, who serves as the company's warehouse supervisor, it was revealed that since its establishment the organization has implemented a recruitment and selection system grounded in Islamic values. This practice is closely related to the leadership's vision of establishing a workplace environment that not only emphasizes professional competence but also integrates religious principles into everyday organizational activities. Consequently, recruitment is regarded as the initial stage in ensuring that prospective employees who join the organization are capable of supporting the development of an Islamic-oriented work culture.

According to Y, recruitment and selection from an Islamic perspective extend beyond the evaluation of technical abilities. The process also involves assessing personal character, honesty, work commitment, and responsibility based on religious principles. Y emphasized that the organization places significant attention on the intentions of job applicants, as work within the company is perceived not merely as an occupational obligation but also as a trust and a form of worship.

Furthermore, Y explained that during the selection process, the human resource team evaluates several important indicators, including the applicant's communication style, level of politeness, punctuality during recruitment procedures, and religious practices. This assessment is not conducted with the intention of judging applicants, but rather to understand the extent to which their personal values correspond with the organization's culture. For this reason, attitude and behavior are considered fundamental aspects from the early stages of the selection process.

Y also noted that one of the key factors supporting the successful implementation of this system is the strong organizational culture that has been embedded within the company. Islamic values have become an integral part of daily work practices, allowing the recruitment and selection processes to naturally align with these principles. In addition, leadership that consistently demonstrates

exemplary behavior and encourages shared understanding among employees plays a crucial role in maintaining the consistency of this value-based system.

Despite these strengths, Y acknowledged that several challenges arise in practice. One of the primary difficulties occurs when applicants possess strong technical competencies but demonstrate limited teamwork abilities or lack awareness of the importance of spiritual values in the workplace. Such situations sometimes create dilemmas for the human resource team, as they must carefully balance professional qualifications with value alignment when making recruitment decisions.

To address these challenges, the company commonly implements a probationary period or provides mentoring for candidates who demonstrate potential and positive intentions. Y explained that the organization offers opportunities for applicants who are willing to learn and adapt to the company's cultural values. This approach is considered effective in bridging the gap between technical competence and the understanding of Islamic principles within the workplace.

According to Y, the implementation of this Islamic-based recruitment and selection system has produced positive outcomes for the organization. He observed that the work team has become more cohesive and cooperative because employees share similar core values. As a result, interpersonal conflicts have decreased and work processes have become more efficient. These conditions suggest that recruitment practices that incorporate spiritual considerations can contribute significantly to the creation of a productive, harmonious, and value-driven organizational environment.

DISCUSSION

The findings of this study indicate that the company incorporates Islamic values into its recruitment and selection processes by emphasizing honesty, work intention, responsibility, and ethical conduct. From a Sharia perspective, recruitment and selection are not limited to evaluating technical competence but also involve assessing personal character in accordance with Islamic principles. As noted by Chusairi et al. (2024), recruitment strategies grounded in Islamic values prioritize both professional capability and moral integrity in order to produce high-quality and ethically responsible human resources. Similarly, Nagiuddin and Jamilus (2024) argue that within Islamic educational contexts, employee selection should incorporate considerations of religious knowledge, personal character, and the practical implementation of Islamic teachings so that professional competence remains aligned with moral and spiritual values. These findings are also consistent with the concept of Islamic human resource management explained by Abdullah and Nurfauzan (2022), which emphasizes that the selection process in Islam should address academic capability, ethical character, and spiritual awareness rather than focusing solely on technical skills.

In addition, the principles of justice and trustworthiness serve as essential foundations in Islamic perspectives on recruitment. These values are reflected in the guidance of Qur'an Surah An-Nisa' verse 58, which instructs believers to deliver trust to those who deserve it and to act fairly when making decisions. Supporting this view, Mardiah (2016) explains that Islamic principles derived from the Qur'an and Hadith form the foundation of human resource management practices in Islamic organizations, including recruitment, selection, and employee placement. These principles are reflected in the recruitment practices observed in the company, where all applicants are given equal opportunities and are evaluated not only based on competence but also on value compatibility and personal character. By integrating academic, moral, and spiritual considerations into the selection process, the company seeks to identify candidates who demonstrate both professional capability and ethical commitment. Furthermore, the perspective proposed by Hendrizal et al. (2024) highlights that intention constitutes a fundamental element in Islamic teachings and serves as the underlying basis of human actions. Consequently, recruitment processes should aim to identify individuals who possess both professional competence and sincere intentions to contribute positively to the organization. Recruitment functions to attract candidates who meet organizational needs, while the selection process aims to identify the most suitable individuals for the available positions (Hasan et al., 2023). In the context of a ceramic distribution company, recruitment also requires candidates who possess specific competencies such as knowledge of distribution routes, teamwork capabilities, and a high level of responsibility (Jankerman, 2022). Accordingly, the company evaluates applicants' intentions and attitudes from the early stages of the interview process.

Furthermore, Rahayu et al. (2024) explain that Islamic-based recruitment encompasses academic competence, moral-spiritual values, and professional capability, which are implemented through transparent and fair selection procedures. This perspective corresponds with the practices observed in the company, particularly in the use of recruitment sources from Islamic community networks and the evaluation of applicants' worship practices and personal character during the selection process.

Although the findings demonstrate that the recruitment and selection system in this company consistently integrates Islamic values, it is important to interpret these results from several broader perspectives. First, from an internal organizational standpoint, the implementation of this system has contributed to the creation of a harmonious working environment characterized by strong employee loyalty and relatively low turnover rates. These outcomes suggest that a recruitment approach based on spiritual values can strengthen team cohesion and organizational culture. However, the effectiveness of this system also depends significantly on leadership commitment and the readiness of internal human resources. Challenges may arise if

leadership transitions occur or if the organization undergoes expansion that requires recruiting employees from more diverse backgrounds.

Second, from the perspective of external labor market dynamics, the strict application of Islamic values in recruitment may potentially limit the flexibility of the hiring process. In certain circumstances, organizations may encounter difficulties in identifying candidates who simultaneously meet both professional and spiritual criteria. This raises concerns regarding the availability of suitable human resources, particularly when the company plans to expand its operations. In addition, there is a potential risk of indirect exclusion of applicants who may not share identical value backgrounds but nevertheless possess significant professional capabilities.

Third, the diversity of interpretations regarding Islamic values may also influence the recruitment process. Assessing aspects such as morality or religious practices can lead to subjective judgments. For example, evaluating whether a candidate demonstrates sincere intentions to work for the sake of spiritual purpose may depend heavily on the evaluator's personal understanding, which may not always be entirely objective. In this study, such aspects were assessed through observation and interviews rather than standardized measurement instruments, which may introduce potential interviewer bias.

Regarding the limitations of the study, several methodological constraints should be acknowledged. The observation process was conducted online, which may have limited the researchers' ability to fully capture nonverbal cues and the complete context of the workplace environment. In addition, the study involved only two participants from a single company, which restricts the generalizability of the findings. The research also did not include comparisons with other organizations implementing similar Islamic-based recruitment systems, making it difficult to determine whether the observed practices are unique or representative of broader organizational trends.

Overall, although this study contributes valuable insights into the implementation of Islamic values within human resource management practices, the findings should be understood within the specific organizational and cultural context in which the study was conducted. Future research involving a broader range of organizations and a larger number of participants is recommended in order to obtain a more comprehensive understanding of Islamic-based recruitment practices. Moreover, the use of mixed-method approaches could help measure both spiritual and professional dimensions more systematically and objectively.

CONCLUSION

This study aims to examine the recruitment and selection mechanisms implemented by the company, identify the challenges encountered during these

processes, and analyze the strategies adopted to obtain qualified employees who meet operational requirements. The findings indicate that the organization applies a recruitment and selection system grounded in Islamic values, emphasizing principles such as honesty, work commitment, responsibility, moral conduct, and the alignment of individual values with the organizational culture.

The selection process within the company does not solely focus on technical qualifications or administrative requirements. Instead, it also considers applicants' attitudes, religious practices, and work motivation as part of a comprehensive evaluation. However, the company faces several challenges in implementing this system, particularly the limited availability of candidates who possess both professional competence and strong spiritual values. In addition, the evaluation of aspects such as personal intention and character may introduce a degree of subjectivity in the assessment process.

Recommendation

For organizations, it is recommended to develop a more systematic and well-documented recruitment framework, particularly regarding the criteria used to evaluate candidates' spiritual and moral attributes. Such an approach would enable the selection process to be implemented more consistently while reducing the potential for subjective bias. In addition, the use of simple assessment instruments to evaluate applicants' attitudes and motivations could assist organizations in minimizing subjective judgments during the selection stage. It is also advisable for companies to provide organizational information through online platforms to improve accessibility and transparency for prospective applicants.

For future researchers, it is suggested to examine recruitment and selection practices across a wider range of organizational contexts so that findings can be compared across different sectors. Expanding the scope of participants to include perspectives from newly recruited employees or job applicants may also provide deeper insights into their experiences with Islamic-based recruitment processes. Furthermore, subsequent studies could explore more comprehensively how Islamic values are practically integrated into employee selection systems across various types of organizations.

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