

# Lathiefa Rusli

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## **Analysis of The Employee Placement Based on Islamic Perspective: Case Study on Non – Academic Staff of University of Darussalam Gontor**

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### **Abstract**

*Human Resources are a necessity in running of the organization. The crucial and strategic role in its implementation should be considered on quality of human resources, one of which is the educational institution of the University Darussalam Gontor (UNIDA Gontor) Ponorogo which upholds Islamic values. This study aims to analyze the implementation of employee placement, and how such activity complies with the Islamic Perspective. This research used qualitative methods with data collection based on interviews, observation, and documentation. The results of this study indicate that the application of employee placement in the selected organization is applied following human resource management functions, ranging from job analysis, recruitment, selection to placement. Furthermore, the placement process is in accordance with Islamic perspective by upholding openness, justice, neatness, systematic, and based on the results of deliberation.*

**Keywords:** Employee Placement, Islamic Perspective, Non-Academic Staff

## A. INTRODUCTION

The new era demands human resources to operate an organization or company which is important for a strategic role. The quality of human resources capability plays an important role in carrying out activities to achieve goals. Therefore, the human resources in the organization are very strong (Sulistiyan, 2003). According to Samsuni (2010), human resources is very instrumental in the progress of a company or organization, if the company or organization has good quality and human resources, then the company will be able to compete with other companies.

Human Resources is very instrumental in the progress of a company or organization, if the company or organization has good quality and human resources, then the company will be able to compete with other companies. Human Resources (HR) is the greatest power in the management of all resources on the earth because basically all the creation of Allah SWT on the earth was deliberately created by Allah SWT for the benefit of mankind. Islam also wants mankind to be someone with noble character. Therefore, human beings are endowed with perfect reason, feeling, and body. Islam has hinted about the perfection of human beings, Allah SWT said in the Holy Qur'an as follows (Q.S At-Tin 95: 4)

لَقَدْ خَلَقْنَا الْإِنْسَانَ فِي أَحْسَن تَقْوِيمٍ

It means: "Indeed, We created humans in the best form".

Employees Placement is a follow-up to the selection activity. The criteria that must be met in the implementation of employee placement are the suitability of knowledge, suitability of skills, and suitability of abilities. Employee placement is the process of placing a prospective employee who is accepted into a position or job that requires it. Thus, the prospective employee will be able to carry out his duties in the position concerned. In the placement of employees, several criteria must be met (Hasibuan, 2003).

Islam is a religion that comes from Allah, Islamic thought is a thought that comes from Allah. In Islam, all the aspects of the life of its people are regulated, both the relationship between humans and Allah, the relationship between humans and the universe. Allah has sent down the Alquran as a rule to run the lives of its people. In addition, hadiths are also used as a reference for Islam, Alquran and hadith are the guidelines for Muslims in carrying out life. It is the same with human resource management. In the Alquran and Hadith, there are guidelines for how to manage human resources in an Islamic perspective or better known as human resource management. Human resource management is about determining employee activities, selecting prospective employees, employee training and development as well as all other activities related to employee entry until their retirement.

Placement in the Islamic perspective is a process carried out to occupy the position of employees who pass the selection. Employee placement must be done following the area of expertise and ability. In human resource management is known as "Right man in the Right place". Incorrect placement results in poor performance, because the work is not done by people who are not experts. And, it was stated in the hadith above (Mardiah, 2016). A professional human resource is expected to work productively.

University of Darussalam (UNIDA) Gontor is one of the universities with the Modern Pesantren characteristic under the responsibility of Modern Islamic Boarding School Darussalam Gontor, namely (PMDG). Unida Gontor strives for achievement with the help of good and professional human resources which are expected to work productively. The management of these professional employees should begin as early as possible, since employee recruitment, selection, classification, placement of employees following their abilities, skills, and career.

## B. LITERATURE REVIEW

There are many sources related to employee placement while there are limited literature reviews related to this research's topic, especially from an Islamic perspective. According to Hariandja (2002) employee placement is the process of assigning or filling a position or reassignment of an employee to a new task or position or a different position. This assignment can be the first assignment for newly recruited employees, but it can also be through promotion, transfer, and demotion, or even termination of employment. While employees are the wealth or main assets of each company or organization.

Employee placement is an activity performed by the manager to place an employee in the work and position of the organization. The role of employees is very determining whether or not the organization achieves its goals. The Company must always strive to obtain and place qualified employees in every position and job so that the implementation of the selection goes well, employees are effective and successful in order. The criteria that must be met in the implementation of employee placement according to Bernardin and Russell (1993) include several things, namely:

1. **Knowledge** is an organized information unit that usually consists of a fact or procedure that is applied directly to performance. A function of one's knowledge can be obtained through formal education, informal education, reading books, and others. The knowledge possessed by employees is expected to help in carrying out their duties and responsibilities to know following their work.
2. **Ability** is very important because it aims to measure the work performance of employees, meaning it can measure the extent to which employees can successfully do their tasks, duties, and jobs. This relates to the fact that each type of work demands certain knowledge, skills, and attitudes to do a good job that will affect improving the employee's work performance.
3. **Attitude** is a good and favorable evaluative statement, it concerns an object, person, or event where the attitude can reflect how one feels something (e.g true, false, agree, disagree).

Meanwhile, employee placement in the Islamic perspective has arranged the consolidation of world life in detail, including in managing staffing placement. Several criteria must be met in selecting or placing employees according to the Qur'an and Hadith (Alhaddad, 2019).

1. **Knowledge.** Islam encourages its people to place employees or employees who have been selected or selected based on their know-how, experience, and technical skills. This is following the word of Allah SWT in the Quran Surah Yusuf as follows;

*The King said, "Bring him to me. I will employ him exclusively in my service." And when Joseph spoke to him, the King said, "Today you are highly esteemed and fully trusted by us, Joseph proposed, "Put me in charge of the store-houses of the land, for I am truly reliable and adept." (QS. Yusuf: 54-55)*

The verse above explains that Joseph was very aware of his abilities and he wanted to share those abilities for the benefit of the community. In the paragraph, it is also explained that in terms of the placement of new employees to hold important positions, extensive experience and knowledge, and the ability to carry out tasks.

2. **Skills or Abilities** are related to membership or capability which is one of the prerequisites in the placement of officers that has been set up in QS. an-Nisa' verse 58, which means;  
*Indeed, Allah commands you to return trusts to their rightful owners, and when you judge between people, the judge with fairness. What a noble commandment from Allah to you! Surely Allah is All-Hearing, All-Seeing. (QS. an-Nisa': 58).*

This verse is the basis of a mandate that must be delivered or fulfilled to those who are entitled to receive it. Or in other words, give a mandate to the members, namely people who have expertise in the field. So, in the placement of an employee must also be seen from the ability and expertise of an employee, so that if an employee is placed following his ability and expertise, then he will be easier and faster in carrying out and completing all tasks and responsibilities that have been charged to him so that the objectives of the institution where he works will be easier to achieve. Similarly, the prophet's hadith explains the placement of employees by looking at aspects of expertise in a required field.

It means: *"When you waste the trust, then wait for the destruction. He said, "O Messenger of Allaah, what has wasted it? The Messenger of Allaah (peace and blessings of Allaah be upon him) said: "When a work is given to a non-expert, wait for destruction." (HR. Bukhari).*

Based on the two hadiths above, it can be explained that when a position is occupied by a person who is not an expert, it is not good that is obtained. However, most likely what will arise is damage because the person does not have the ability in the field. In sharia management expertise alone is not enough, but it must also be balanced with a work ethic and high responsibility towards a job. If one of these aspects is not owned by the employee, then inequality will occur.

### **3. No to ask for a Position**

Based on the narration narrated by Abu Musa al-Ash'ari, as quoted by Jusmaliani (2011), that;

It means: From Abu Musa Radhiyallahu anhu he said, *"I went to meet the Prophet (peace and blessings of Allaah be upon him) with two of my people, and one of the two men said, "Make us amir (officials) O Rasulullâh!" Then another one asked for the same thing. So he (peace and blessings of Allaah be upon him) said: "We will not appoint him as the office of the one who asks for it, nor the one who is greedy about it.".* Jusmaliani (2011)

This hadeeth indicates the reason for the prohibition on asking for office, namely the weakness of Abu Dzar al-Ghifari ra. That weakness can make a person unable to carry out his mandate so that it will bring destruction and regret in the hereafter. So this prohibition is specific to those who are weak. The two hadiths above show how the Prophet (s) chose, the first he did not give the office to those who wanted it most, and the second hadith he reminded that the position is a mandate. From different sides, it can be interpreted that in the case of these two hadiths, those who ask for the position do not measure their abilities.

### **4. Strong**

The criteria for the placement of officers as Allah has said in Q.S al-Qashash; 26 1  
*"One of the two daughters suggested, "O my dear father! Hire him. The best man for employment is definitely the strong and trustworthy one." (Q.S. al-Qashash: 26).*

In the above verse, Allah SWT explains that a good employee is a strong and trustworthy person. In al-Misbah's interpretation, it is explained that the strength in question is strength in various fields. Therefore, it must first be seen what fields will be assigned to the selected applicants. Furthermore, the trust in question is his integrity, which demands trustworthiness so that it does not feel that what is in his hand is private property, but belongs to the trustee which must be preserved, and if asked to return it must be willing to return it (Syihab, 2002).

### **5. Group**

Employee placement must also take into account the similarity factor, both similarity in religion, thought, and class. This is to maintain the confidentiality that exists in an



educational institution. Regarding this matter, al-Qur'an has explained in Q.S Ali-Imran verse 118 about the criteria for selecting employees.

*"O, believers! Do not associate closely with others who would not miss a chance to harm you. Their only desire is to see you suffer. Their prejudice has become evident from what their hearts hide is far worse. We have made Our revelations clear to you, if only you understood". (Q.S Ali-Imron: 118)*

Allah has forbidden His faithful servants to make hypocrites as their trusted friends. That is, they will reveal secrets and everything that is hidden for the enemies of the Muslims. And those hypocrites, with all their might and strength, never stop (cause) harm to those who believe. Namely, always trying hard to isolate and put them into danger at all costs, and perform various tricks that can be done. They also enjoy things that can make it difficult, injure and trouble believers.

## 6. Ethic

In this section, Islam strongly encourages every Muslim to always work hard, seriously devote his energy and abilities in carrying out various jobs for which he is responsible. It can be said that a Muslim in work must be earnest and full of enthusiasm. In other words, you have to work hard (hard employees) so that they are productive and innovative (Mursi, 1997). As the word of Allah SWT, which means:

*"Now you see the mountains, thinking they are firmly fixed, but they are traveling 'just' like clouds. 'That is' the design of Allah, Who has perfected everything. Surely He is All-Aware of what you do." (Q.S an-Naml: 88)*

From the above verse, we can understand that placing employees must also see from the aspect of high morale at work (work ethic). When an employee has these criteria, all work will be completed on time.

## 7. Confidence

A professional Muslim employee must have a trustworthy and responsible nature, work seriously and devote all his potential to realize organizational goals and not only seek information so that a trustworthy spirit can emerge who is capable of carrying out duties and is responsible for the tasks that are carried out. given. It is true in the word of God;

*"O believers! Do not betray Allah and the Messenger, nor betray your trusts knowingly". (Q.S al-Anfal: 27)*

Based on the above verse, it can be said that in terms of assigning employees one must choose a trustworthy person, a person may not betray in fulfilling his mandate even though they are the ones who know. So in the process of carrying out his duties, an employee must complete it properly and correctly because the task or responsibility that has been given to him is a mandate that must be carried out as well as possible.

In this hadith, it is clear that professionalism is the main principle in the placement process. The accuracy in this process is crucial. Incorrect placement will be bad for the organization. If a certain job is done by the wrong person, it is almost certain that the results will not be optimal. From this explanation, it is clear that professionalism is needed. Yusanto (2002) said that professional Islam is characterized by three things, namely kafaah (expertise), himmatul'amal (high work ethic), trustworthiness (trustworthiness).

### a) Ability (Kafaah)

It is related to expertise and skills. Islamic provisions in appointing and placing employees must match the skills and abilities with the duties or mandates they carry. Therefore, the placement must be done properly.

### b) Ethic (Himmatul'amal)

Employees who have a high work ethic perform tasks with full acumen, earnestly with high enthusiasm, achieve work goals that have been set without the slightest error. In

addition, employees who have a high work ethic see work as a field of worship, not only limited to self-actualization and seeking rewards or income.

**c) Trusted (Amanah)**

The trusted human resource is doing the job description honestly, using responsibility as the procedure.

**C. RESEARCH METHODS**

The current study used qualitative descriptive and was conducted at the University of Darussalam Gontor Ponorogo. According to Hasan (2002), the qualitative method describes the current issue of the research object comprehensively and aims to gain a deep understanding of human resource problems.

Data was collected using a structured interview, in which questions were planned and created in advance (Mikkelsen, 2011). Such interviews were carried out with the head of the HR department as well as with non-academic staff. Non - Academic Staff is an employee who has a role in carrying out their institutional structure consisting of administrative employees, librarians, computer institutions, lab managers, audio technicians, and information technology technicians at the University of Darussalam Gontor. The scope of work carried out by Non - Academic Staff include:

- a) Carrying out the administrative duties of education under the scope of the University of Darussalam Gontor.
- b) Play an active role in the administration process of UNIDA Gontor in a good, effective and efficient manner.

Additionally, observation was also used to obtain field data, namely by observing the application of the employee placement mechanism.

**D. DISCUSSION**

**1. Employee Placement Process**

Human resource is a resource that has a very important role in determining the success of company goals. Therefore, a company needs good and quality human resource management to create reliable human resources in the future. With a good and competent human resource management arrangement by the company, it is hoped that employees can work professionally and in carrying out their duties and obligations.

Therefore, it takes recruitment and selection, and the placement of human resources that are correct and good so that following what is stated and taught can run well to produce good benefits as well. From the description above, the researcher is interested in examining more deeply about how the recruitment, selection, and placement of human resources from an Islamic perspective.

Table 1. Result of Interviews with 10 Respondents

NO	Nama	Category			
		Background	Competence	Convenience	Conformity
1.	Respondent 1	√	√	√	√
2.	Respondent 2	√	√	√	√
3.	Respondent 3	√	√	√	√
4.	Respondent 4	x	√	√	√
5.	Respondent 5	x	x	√	√
6.	Respondent 6	x	√	√	√
7.	Respondent 7	x	√	√	√
8.	Respondent 8	√	√	√	√
9.	Respondent 9	x	x	√	√
10.	Respondent 10	√	√	√	√
Total		5	8	10	10

Source: Result of Interview on Non-Academic Staff (2021)

Based on the results of interviews conducted by researchers on Unida Gontor education personnel, obtained results as the table above. The first category is the study background of each respondent. As for the 10 respondents interviewed, 5 of them revealed that the job placement at UNIDA Gontor was following the background of the respondent's study. Dikarnakan HRD not only look at the background, but HRD sees the ability and also the opportunity to his work, so that HRD highly upholds justice, While 5 is not by the educational background this does not affect the competence of work that becomes the second category 8 out of 10 of the placement of education workers UNIDA Gontor has a campaign in placement.

The unique thing from the interviews that researchers do is that the income conformity in the study background and competence does not affect the comfort and interest of UNIDA Gontor education workers in carrying out existing work. It is proven that out of the 10 respondents interviewed, none of the respondents expressed that the comfort and interest in UNIDA Gontor is not following what has been carried out.

In determining the sample, researchers used rundown sampling, so that there are 2 categories, the first in the field of human resources, and the second is education staff. Researchers interviewed the HRD as the main respondent and Non - Academic Staff as the second respondent.

#### a) Recruitment

Recruitment is the process of attracting several prospective employees work that have the potential to be selected as an employee in a certain position. The recruitment process for non-academic staff at the University of Darussalam Gontor is not carried out based on time, but because of the existing vacant positions and an urgent need for human resources, usually occur because of a lack of faculties or departments, even though these departments are in dire need of such manpower.

The first step taken in recruitment, the relevant faculty, the department submits the required Non - Academic staff to the HRD of the University of Darussalam Gontor, then the Division analyses the vacant positions in conducting job analysis, and coordination is carried out with that division. In this case, the Department will discuss with several managers who are directly related to vacant positions. Furthermore, looking for data on the related employee terms and qualifications, then at this stage recruitment will be carried out. According to the Head of the Manpower Division at UNIDA Gontor procurement of the need for non-academic staff is by the needs of the study program (faculty) or department, the process is from the bottom up, from



the study program/department submitting to the university employee, and the recruitment is applied based on the need factors submitted from the study program (faculty) / department.

In Islam, it is also explained that everything must be done correctly and in an orderly manner. This process must be followed properly and should not be done carelessly without careful planning. This is the main principle in Islamic teachings. As the Prophet SAW said: (Meaning: "Allah SWT really loves people who when doing a job, it is done in *Itqon* (precise, directed, clear and thorough).") (HR. Thabrani).

The hadith above explains that a clear direction of work and a way to get a transparent job is a practice that is cherished by Allah SWT. So, the recruitment of employees must be well planned so that the aims and objectives of recruitment will be directed and get results that can achieve the technical ideal standards of work.

The recruitment of Non - Academic Staff that the Human Resources Management (HRD) conducted through open and closed methods, in an open method the Division will publish HIRING / Open Recruitment through the official website of the HRD, social media, and while in a closed method, internal parties in need will recommend people who are already there with the required criteria and classification. HRD uses external sources because the required resources must be professional, focused, and also time-bound at least serving (working) for 2 years.

Al-Hadith:

عَنْ عَائِشَةَ رَضِيَ اللَّهُ عَنْهَا قَالَتْ: قَالَ رَسُولُ اللَّهِ صَلَّى اللَّهُ عَلَيْهِ وَسَلَّمَ: إِنَّ اللَّهَ تَعَالَى يُحِبُّ إِذَا عَمِلَ أَحَدُكُمْ عَمَلًا أَنْ يُثَبِّتَهُ (رواه الطبرني والبيهقي)

From Aisha ra, the Prophet (peace and blessings of Allah be upon him) said "God loves someone who, while working, does it professionally". HR. Thabrani

The recruitment process of non - academic staff is the first step to get quality employees, who can support the activities of the University of Darussalam Gontor community in realizing the targets that have been set according to the vision, namely, become qualified university with a boarding school system as a centre for the development of the Islamization of contemporary science and the language of the Qur'an for the welfare of mankind. The process applied is the same as the theory put forward by Hasibuan (2003), namely that employee procurement must be based on what and who principles. What does that mean we must first determine the jobs based on the job description. Who, that means we are looking for the right people to occupy the position based on job qualifications.

Islamic management explains the recruitment process must be open, fair, honest, and away from the nepotism aspect that is rife today. Islam recommends that people who will be recruited for a job are people who are righteous and polite (as expected by the institution). Such as the stipulation that the manager must present religious applicants, such as praying on time, paying zakat, and trustworthiness. All recruitment processes are conducted fairly and are open to all applicants. A Muslim employee is expected to have a great sense of responsibility in doing his job and always obey Allah and His commands (Oktina, 2015).

## b) Selection

Based on the results of the research, the selection process in the non-academic staff department of the University of Darussalam Gontor is divided into two stages, namely the first stage, the Manpower Section selects applicants' files and the second is the selection stage by using multiple tests to the employees who are come in. However, the Division is more concerned with Islamic behavior in terms of morals, religion, and also abilities.

Apart from these requirements, there are still other requirements that must be met by applicants, these requirements can be seen when those who take the practical test for candidates who pass the interview test with an assessment and training period for the first 6 months. The researcher analysis is that what is done by Human Resources Management at University of

Darussalam Gontor is the same as what Kholifah Ali bin Abi Talib ra has done to the Governor of Egypt Asytar al-Nukhai, giving clear instructions on the mechanism for selecting employee candidates, according to Sinn, 2008 it stated as:

*"If you want to hire employees, choose selectively. Do not appoint employees because there is an element of love and glory (nepotism), as this will lead to disobedience and treason. Select employees for experience and competence, level of piety and the descendants of the pious people, as well as people who have a noble character, valid arguments, do not pursue glory and have a broad view of a job."*

In Islam, the selection of prospective employees is in principle comparing the desired specifications with the prospective employees who apply. In other words, the principle of selection is to compare the person (man specific) specifications with the criteria that the prospective employee has and explore the competence of the prospective employee according to the job specifications.

In addition, the division in recruiting new employees will only take candidates who are qualified, competent, and who meet the predetermined criteria. This means that even if the prospective employee is a relative or friend of an existing employee, but does not meet the criteria, the prospective employee cannot become an employee by relying on insiders. Because the recruitment system used by HRD in the University of Darussalam Gontor is the recruitment of employees based on the abilities, skills, and experience of the prospective employee in non-academic staff.

The form of test that is carried out by the HRD is in the form of an interview. Prospective employees can take the interview test if they have passed the registration requirements assessment, or file selection that is carried out by the division, then an invitation will be sent to take part in an interview for candidates who have passed the file selection and will be asked to read the Al-Qur'an. The are several test competencies according to the interview:

- 1) Basic knowledge about *Kepondokmodernan / Kepesantrenan*.
- 2) Basic knowledge about Islam.
- 3) Vision, mission of prospective Non - Academic staff.
- 4) Skill Test according to academic competence.

According to the researcher analysis, the implementation of the test is carried out by the department to find out the psychology and competent abilities of many prospective employees so that the department can place vacant positions for these prospective employees according to their abilities and expertise. This is following the word of Allah SWT in Surah Al-Ankabut verse 3 which means "We certainly tested those before them. And 'in this way Allah will clearly distinguish between those who are truthful and those who are liars".

### **c) Placement**

Placement is a process of placing new employees who have passed the recruitment and selection process in an institution with assessments and considerations based on the abilities of new employees to optimize the potential of the new employees. Placement of employees is the final process in a series of a flow systems for new employee candidates by placing new employees according to their expertise in the hope of maximizing the performance of the institution.

One of the criteria used by an institution in placing employees is morals and expertise. Therefore, in placing the employee at the University of Darussalam Gontor adjusting their abilities and even their education. For example, applicants who graduated with a Bachelor of Finance are placed in the administration or other sections according to the applicants' abilities and graduates of the undergraduate teacher can't be placed in the operator section, seen from the abilities and competencies of prospective Non - Academic staff applicants.

In carrying out employee placements, the University of Darussalam Gontor also uses file test results and interviews. Furthermore, the division selects and determines competent applicants with vacant positions based on the results of the assessment. The division will congregate in the Human Resources Management forum, and in the forum will provide recommendations for whether the Employees are accepted or not, because after getting a recommendation from the HRD it will coordinate with the Vice-Rector and finally be approved by the Rector of the University of Darussalam Gontor.

Before becoming permanent employment, applicants who pass the selection must first undergo a work contract process on training for 6 months. Employees who have passed the training period and are deemed incapable of working well, then the management of the institution will consider being whether to continue working or not. While, the training employees who are deemed capable of working well, will be appointed as permanent employees. The employees as referred above will work following the predetermined job descriptions and are directly responsible to the Head of the Faculty or the relevant.

In the placement of new employees, the University of Darussalam Gontor also conducts orientation and induction. Orientation (Introduction) is carried out for every new employee by the HRD and also the Vice-Rector which is intended to find out and introduce the profile of the University of Darussalam Gontor and deepen insight and knowledge about the ins and outs of activities, duties, obligations as employees besides this orientation is also to motivate employees who are new and also provide assistance during the training process.

Orientation has benefits for both new employees and the institution. For new employees, this process is an adjustment, both in terms of psychological and physical, psychological, role (related to the work that must be done). Meanwhile, the benefit for the institution is that this process of orientation and outreach has an initial benchmark on whether the employee is relatively appropriate or not to be assigned to the work unit. This program is expected to improve employee performance in achieving goals. While the induction is carried out with the aim that new employees can adjust to the rules and regulations and new employees can do their duties properly according to the expectations of the University of Darussalam Gontor.

Islam places a work culture not just a guide but places it on a central theme in the development of the Ummah because it will create a strong personality and society and all its glory in earnest. About skills and abilities, Islam stipulates that a person who will be appointed to a certain position, position or task, especially if it is related to the interests of the public, must be a person who has expertise and proficiency in that task or position. Islam reminds us that the act of appointing someone who is not an expert or an inappropriate person can be deemed to have violated the mandate and betrayed Allah SWT, His Messenger, and betrayed the Muslims.

In terms of placements at the University of Darussalam Gontor, they are following Sharia law. Hasibuan (2003) has explained that the placement must be based on the principle of "The right man in the right place and the right man behind the right job (placing the right people in the right place and placing the right people for the right position)". This is also as described, Islam encourages its followers to place employees or employees who have been selected based on their knowledge, experience, and technical abilities. This is by the word of Allah SWT in Surah Yusuf verses 54-55:

Meaning: *The King said, "Bring him to me. I will employ him exclusively in my service." And when Joseph spoke to him, the King said, "Today you are highly esteemed and fully trusted by us, Joseph proposed, "Put me in charge of the store-houses of the land, for I am truly reliable and adept."*

In this paragraph, it is explained that in the case of placing new employees to hold important positions, extensive experience and knowledge and the ability to carry out their duties are required. Cleanliness, honesty, and manners are still not enough. Everything still has to be

added with the ability and assertiveness in holding a position. The most important thing in assigning important positions and tasks to someone is based on their eligibility and ability to hold a position and carry out their duties and there should be no nepotism aspects. In this verse, it is also explained that sometimes a person must declare his abilities and voluntarily occupy positions and carry out important tasks.

The obstacles experienced by the University of Darussalam Gontor in conducting recruitment, selection, and placement of employees are the difficulty of finding applicants who have the competence, clarification, and appropriate non-academic staff background at the same time, for example in several faculties/departments such as the Library, BAAK data and also IT. Because considering competence, the classification according to Islam is more specific and the background of education in general. All things that are done in the implementation of recruitment, selection, and placement of Islamic employees are related to the Vision, Mission, and Islamic Values at University Darussalam Gontor.

## **E. CONCLUSION**

### **1. Summary**

The employee placement on Non – Academic staff of the University of Darussalam Gontor has implemented an Islamic perspective since they have been selected and interviewed in job acceptance. The employee placement starts openly, fairly, and neatly which requires the candidates to be able to read Al – Qur'an, have good morals and abilities as needed. As they have fulfilled the requirement, the Human Resource Development will have a recommendation to the Rector and Vice-Rectors of the University of Darussalam Gontor to decide on what Division the candidate will be.

### **2. Suggestions**

As the limitation research about Job Placement in Islamic Perspective, it is suggested to the next researchers to explain more the factors that are included according to Islamic Perspective.

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