

EFFECTIVENESS ANALYSIS OF EMPLOYEE RECRUITMENT IN ISLAMIC PHILANTHROPIC INSTITUTIONS

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Abstract

The background of this research is that the Yogyakarta City Baznas is one of the best city-level Baznas, especially regarding quality management. This is evidenced by the achievements made by Baznas in Yogyakarta. Indirectly, this proves that Baznas RI, including Baznas Yogyakarta, is professional and transparent, free from KKN practices and negative public perceptions when recruiting their employees. This study aims to determine how Baznas Yogyakarta City's recruitment process produces quality human resources to become input and reference for other Islamic Philanthropic Institutions. This research belonged to qualitative research, while the data collection was through interviews, observation, and documentation study. Besides, interviews were conducted with four informants: the Deputy Head of Field IV, Senior Executive Staff, Junior Executive Staff, and the Internal Audit Unit. The data's validity test was done using source and technique triangulation. The results of the study prove that the Yogyakarta City Baznas has carried out detailed recruitment methods in the recruitment process for prospective new employees. Baznas Kota Yogyakarta prioritizes internal methods through apprenticeship experiences and volunteering. Baznas Kota Yogyakarta, in selecting the right candidate, has unique competencies for prospective employees. This is to create quality human resources and support the institution's success. So it is proven that the achievements produced are following the recruitment process to produce quality employees.

Keywords: Baznas, Recruitment Process, Internal Recruitment, Performance, Philanthropy

Introduction

Broadly speaking, philanthropy can be interpreted as a person's social awareness of his human values to help overcome difficulties and improve the welfare of people's lives in the long term (Bawaqi, 2019). As a religion that teaches humanity, Islam also has philanthropic potential, which will be realized in Zakat, infaq, alms, waqf, grants, and other kindness. Therefore, an institution needs to regulate the arrangement of this philanthropic allocation system.

The business process of philanthropic institutions consists of input, process, and output. The input is incoming funds from donors through fundraising techniques such as fundraising at specific points, mosque donation boxes, and institutional collaboration with the company (partnership). After that, the output is the implementation of programs, such as the humanitarian program in the form of BAZNAS responding to disasters in which BAZNAS deploys a team to help evacuate victims of the Cianjur earthquake in 2022, BAZNAS helps search for victims buried in landslides in Bogor in 2022. In the economic field, BAZNAS holds several economic development programs such as BAZNAS-assisted farmer groups conducting black sticky rice cultivation organic, the ZAuto Baznas program in realizing people's aspirations to have their home (Baznas.go.id).

However, with enormous potential to be developed as an alternative source of financial support in community empowerment with the largest Muslim population in the world, Indonesia has great potential to develop Zakat as an alternative to poverty prevention (Hasbi & Widayanti, 2022; Khodijah Qodiryani & Amelia, 2022). Thus, it should be a measure of solving existing problems such as poverty. However, the acquisition of funds is still far below the potential for Zakat in Indonesia, and the addition of *muzakki* is still far from the total Muslim population in Indonesia (Iswandi et al., 2021). Therefore, many improvements are needed within Islamic Philanthropic Institutions, one of which is human resources who understand contemporary zakat fiqh and have good coordination between OPZ because many OPZ is growing and developing now. Also, literacy still needs to be improved, so many people choose to distribute their Zakat directly to *mustabik*. One of the reasons for weak opportunities within the company is the recruitment of employees who need to meet the specifications required by the company (Kalimah & Zakiy, 2021).

Human resources (HR) is the primary key to producing a high-quality management

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system in determining a company's success in achieving its goals (Zakiy, 2021). HR can support an organization by contributing talent, expertise, knowledge, and experience possessed by employees to influence organizational efforts in planning the goals to be achieved by the company (Irawan et al., 2019). Therefore, HR management must consist of activities that support the achievement of company goals. Some of the main activities that must exist are activities related to planning and analysis (Aziz et al., 2017). One of the activities related to HR planning and analysis is the implementation of recruitment. Recruitment is carried out for short, medium, and long-term workforce needs. The company hires employees through the systems and procedures for recruitment determined by the company so that new employees can be placed according to the position requirements analyzed by the HR management (Poernomo & Eka, 2019). Then, the existence of a recruitment system not only produces employees whose status is permanent employees but also improves the performance and effectiveness of the company. Good processes from the company influence good performance, while good performance is produced by the quality of the human resources (Rohida, 2018; Wahdini & Zakiy, 2022).

Furthermore, quality and skilled human resources are needed by a company since they are beneficial assets to survive in the technological and scientific development process, as well as competition between companies (Alfaris & Zakiy, 2021; Handayani & Sinulingga, 2018). Therefore, a good recruitment process is crucial in determining the quality of an organization's human resources, which is initially determined by the quality of prospective workers or applicants (Hindriari, 2018). To find the right employees in a company, the company also has a method used in the recruitment process. Some of the methods used in the recruitment process include external and internal practices.

Internal and external recruitment methods are part of an organization's choice in determining the sources to be recruited (Sunandar & Satar, 2016). Internal sources are several prospective employees selected to fill job vacancies within the company. Employee transfers are carried vertically (promotion or demotion) or horizontally. In comparison, external sources are prospective employees who will later fill positions in a company and are selected from outside the company. External sources generally come from educational institutions, employment placement offices, or references from employees or colleagues (Hasibuan, 2008).

According to (Sjafri, 2004), internal and external sources have advantages and disadvantages. Internal methods are generally closed in nature, which has the disadvantage of causing restrictions on the talents of other prospective employees, thereby reducing opportunities for other prospective employees, and aspects of nepotism will likely emerge. While the superior side of this internal method is that the process may be carried out more quickly so that the costs incurred are not too much and employees are used to the existing atmosphere and corporate culture. The external method is generally wide open. It will impact the adjustment period to external conditions, which is much longer and costs quite a lot. While the superior side of this external method is that there are wide open opportunities for prospective employees with talents or skills that may not be available in the current company, and companies can pay more attention to the experience specifications of prospective employees.

Therefore, researchers are interested in analyzing how the employee recruitment process uses the recruitment methods that are generally used, such as internal and external methods. This research will be conducted at the Islamic Philanthropy Institute in the City of Yogyakarta, the National Amil Zakat Agency (BAZNAS). The reasons for choosing Baznas as the object of research are as follows. First, the Yogyakarta City Baznas is one of the city's Amil Zakat Bodies that has received an International Organization for Standardization (ISO) 9001: 2015 certificate and a financial audit opinion for 2021. Institutions that have received ISO certificates have complied with and met international requirements in meeting high-quality management system criteria (Baznas, 2022).

Second, Baznas Kota Yogyakarta is one of the *amil* with international recognition regarding the quality management of Zakat, infaq, and alms. Syamsul Azhari, the head of the Yogyakarta City Baznas, said that WTP opinions had been obtained 11 times in a row during 2011-2021 (Baznas, 2021a). Third, the Yogyakarta City Baznas received an award from the DIY KEMENAG regional office as one of the 20 TOP ITRANS OPZ (Management Transparency) at Regency/City Level throughout Indonesia in 2021. Yogyakarta City Baznas is included in the top 3 with a score of 0.92 (Baznas, 2021b).

Fourth, overall, Baznas RI in 2021 won two awards at the same time at the Global Good Governance (3G) event, such as the 3G Championship Award in the Capacity Building category and the 3G Leadership Award in Community Development &

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Philanthropy 2022. This award was given by Cambridge International Financial Advisory (IFA) to institutions that have good governance, transparency, and commitment to social welfare. It means being free from nepotism (Baznas, 2021). So, suppose it is related to the recruitment process at BAZNAS. In that case, this indirectly proves that BAZNAS RI, including the Yogyakarta City Baznas, when recruiting employees, is professional and transparent, free from nepotism practices and negative public perceptions. Based on this, the researcher chose the Yogyakarta City Baznas, one of the best city-level Baznas as a research object in examining the recruitment process to serve as input and reference for other Islamic Philanthropic Institutions.

Methods

In this field research, the authors applied a descriptive qualitative approach. Also, the study focused on the recruitment program run by the Yogyakarta City Baznas. Accordingly, the researchers used a purposive sampling method in selecting subjects because the researcher had specific criteria and characteristics that were by the research orientation to answer the research problem. The criteria specified in this study were people who know the management of recruiting members at the Yogyakarta City Baznas Institute and know the acceptance process for collecting members at the Yogyakarta City Baznas. The selected informant subjects included: the Deputy Head of Field IV (SDM), Senior Staff for HR, Junior Staff for HR, and the Internal Audit Unit (SAI).

The types and data sources used in this study were primary and secondary. The primary source was data collection through interviews with informants from Baznas Yogyakarta and observation at the data collection location. While secondary data were obtained by researchers from books, reading materials related to the research to be carried out, and also collected data from the official website of the Yogyakarta City Baznas. The stages of data collection techniques include observation, interviews, documentation, triangulation, and data analysis.

Results and Discussion

Baznas Kota Yogyakarta An institution engaged in the management of Zakat, infaq, and alms funds (ZIS), which was managed initially by BAZIS (Amil Zakat Infak Alms Agency) was established in 1996, based on the Mayor of the Municipality of the Level

II Region of Yogyakarta number 177/KD/1996. This started the Yogyakarta City Baznas to carry out its main tasks, such as collecting, organizing, distributing, and utilizing Zakat, infaq, and sadaqah funds from all Muslims in the City of Yogyakarta. One of the duties and functions of philanthropic institutions is to serve the people by alleviating economic inequality, education, and sustainable development by financing productive activities (Hasan & Kamiluddin, 2021; Mairafi et al., 2022; Rozikan & Zakiy, 2019).

For these basic tasks to be carried out, Baznas Kota Yogyakarta has the vision to become the best and most trusted zakat manager in Yogyakarta. While the mission to be achieved is to coordinate the Yogyakarta level Amil Zakat Institution (LAZ) in achieving national targets, including 1) Optimizing the collection of Zakat measurably in the City of Yogyakarta; 2) Optimizing the distribution and utilization of Zakat for poverty alleviation, increasing community welfare, and moderating social inequality; 3) Implement a transparent and accountable financial management system based on the latest information and communication technology; 4) Implementing a prime service system for all zakat stakeholders in the City of Yogyakarta; 5) Mobilizing Islamic da'wah for the revival of Zakat in the City of Yogyakarta through the synergy of the people; 6) Be actively involved and lead the zakat movement in Yogyakarta; 7) Mainstreaming Zakat as an instrument of development towards a just and prosperous society, *baladatum thayyibatun wa rabbun ghafuur*; 8) Develop superior *amil* zakat competencies and become a reference.

In addition, Baznas Yogyakarta City has noble, superior, and Islamic values in its management: visionary, optimistic, honest, patient, trustworthy, exemplary, professional, continuous improvement, entrepreneurial, and transformational. It is applied in management, administration, and accountability. The policy direction is to develop the quality of human resources through public awareness to apply Islamic values, particularly by optimizing ZIS management in the City of Yogyakarta.

In the recruitment process, the Yogyakarta City Baznas has several stages and activities determined by the institution's management. Yogyakarta City Baznas ensures that matters related to recruitment will be carried out following Perbaznas (Baznas Regulations).

In general, it is stated that this perbaznas serves as a reference in increasing the effectiveness and productivity of zakat management at the provincial National Amil

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Zakat Agency and the district/city National Amil Zakat Agency, which contains the rules of duties and authorities that must be carried out. The regulations in this recruitment process have been regulated in the Decree of the Head of BAZNAS Number 24 of 2018 concerning *Guidelines for Management of Amil Zakat Provincial National Amil Zakat Agencies and Regency and City National Amil Zakat Agencies contained in Chapter IV No. 1 concerning How to Recruit Amil Zakat Provincial BAZNAS and Regency/City BAZNAS*. This was also reinforced by the Yogyakarta City Baznas Audit Team Unit (SAI), related to Baznas compliance in making Perbaznas a reference in producing existing regulations.

Therefore, the Yogyakarta City Baznas must ensure that it complies with existing regulations, which will later be proven during the audit. In line with Setiani (2013), the recruitment process generally starts from searching for applicants to submitting applications by applicants. Therefore, recruitment as one of the activities carried out by human resource management must be distinct from other activities such as job descriptions and specifications or positions resulting from job analysis. Furthermore, the Yogyakarta City Baznas analyzes the needs of institutions based on each division needing additional employees. The purpose of this step is to find out the number of positions to be filled.

Yogyakarta City Baznas carried out planned recruitment designed from the previous year and urgent recruitment due to requests that created a need. Analysis of the organization is necessary before carrying out employee recruitment to realize the company's goals. In line with the statement of L. Mathis (2006), the organization must obtain legal, proper, and sufficient human resources in the correct position and at the right time. Thus people and organizations can choose according to their wishes in the short or long term. Furthermore, Yogyakarta City Baznas analyzes the draft financial budget needed to carry out the recruitment process.

After determining the human resource needs required by each division, the Yogyakarta City Baznas will analyze the draft annual budget (RKA), which will later be required for recruitment costs and payroll consultations for prospective new employees. Technically, the determination of recruitment budgeting is handled by Division IV, which deals with HR Recruitment. Baznas Yogyakarta City has two sources of allocation of funds, the first is APBD for operational costs, and then *amil* rights are taken from the percentage of zakat infaq and sadaqah. Furthermore, the Yogyakarta

City Baznas chooses the suitable recruitment method.

Each institution can use several recruitment methods to recruit new employees. The feasible external recruitment method is the advertisement distributed through social media. With this open method, many applications will likely come in to increase the opportunity to get qualified employees. This is supported by the statement of Setiani (2013) that external sources are prospective employees who will later fill positions in a company and are selected from outside the company. To obtain these external sources, companies may choose multiple recruitment methods, such as advertisements, employee referrals, walk-ins, write-ins, the Ministry of Manpower and Transmigration, and Educational Institutions, depending on the situation and conditions of the company. Not only using the open (external) method, but the Yogyakarta City Baznas also uses the closed (internal) method by applying the Departing Employee model (trials for new positions). The internal method here means only informing employees or certain people about recruitment. In line with Hasibuan (2008) regarding the internal recruitment method, many prospective employees selected to fill job vacancies come from within the company. Employee transfers are carried vertically (promotion or demotion) or horizontally. However, of the two recruitment methods, the Yogyakarta City Baznas prioritizes the internal method while continuing to carry out the recruitment process using external methods. This is because they can see their performance while working at BAZNAS and can be directly adjusted to the needs of each division, so this method is considered more effective and efficient. If this reason is examined, it is clear that it can be used as a reasonably appropriate consideration in recruiting employees, as Handoko (2013) in his research suggested that past-oriented methods have the advantage of measuring performance against work achievements that have occurred.

Therefore, it is not surprising that Baznas Kota Yogyakarta has received several awards related to corporate governance, such as international recognition in terms of quality management for the management of Zakat, infaq, and alms. Then in 2021, he received an award from the DIY KEMENAG regional office as one of 20 TOP ITRANS OPZ (Management Transparency) at Regency/City Level throughout Indonesia because a good recruitment process is critical in determining the quality of an organization's human resources, which was initially determined by the quality of candidates, workers, or applicants (Hindriari, 2018). However, it is evaluated periodically to find feedback

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that can lead to improved performance. Next, the Yogyakarta City BAZNAS opens submissions of application letters and attachments to reports of applicants who have passed the selection.

Applicants send a cover letter and attachments (diploma, transcript, work experience letter (if any), health certificate, curriculum vitae, copy of KTP, and passport photo. After that, the Deputy Chair of Field IV will select the application files based on position and competence. Then, Applicants who meet the requirements will be called for an interview and fill in the biodata form for *amil zakat* candidates. Furthermore, Applicants who pass the selection are reported by the Deputy Head of Field IV for approval. In line with the stages carried out in the recruitment process, which are examined by Setiani (2013), the following recruitment process is to collect the application files of prospective employees and ask them to fill out the job application forms provided for the following process. Finally, the Yogyakarta City Baznas determine the right candidate.

It can be said that the Yogyakarta City Baznas prioritizes the selection of prospective employees from within the company. The system implemented at Baznas in Yogyakarta involves volunteers and apprentices. In determining the right source of candidates, there are two alternatives to searching for candidates within or outside the company. Suppose prospective candidates are taken from within the company. In that case, if future staff requirements have been planned, it is necessary to know who prospective employees will be transferred or promoted to (Setiani, 2013).

As for technical calculations in selecting prospective employees, Yogyakarta City Baznas performs calculations using a multiples system. In the selection process, Yogyakarta City Baznas has more choices of candidates who will later get competent candidates. This is done because recruitment has a series of very complex processes that cost a lot and take quite a long time. Opportunities for mistakes in selecting prospective employees are also part of the possibilities generated in this recruitment (Meldona, 2009).

In producing quality human resources, the Yogyakarta City Baznas has particular competencies determined directly by the institution's management in recruiting employees: First, having internship experience and volunteering at the Yogyakarta City Baznas. Baznas Kota Yogyakarta chooses people who have volunteered or apprenticed at Baznas to be one of the competency indicators in recruiting their employees. This

is because people who have been volunteers or apprentices have experience with the work system at Baznas compared to people who are new to Baznas. This will save training costs (effectively) and be efficient in time. More than that, it is always by the commitments in the ISO agreement regarding how Baznas can sustainably manage human resources. Thus, employees are expected to provide good customer service and increase customer satisfaction, affecting the company's image (Zakiy, 2019).

Second, Muslim and can recite the Qur'an. This competency is a special requirement that must be owned by prospective employees who will later be within the scope of the Yogyakarta City Baznas management. In this case, it is to reflect the company's Islam in forming a good environment, which will also affect the achievement of company goals. This is in line with research by Puspita & Zakiy (2020) that the role of HR is inseparable from organizational support, which creates a supportive environment for employees which will increase support for positive employee attitudes towards the organization (Astri & Zahreni, 2017; Robbins & Judge, 2018)

Third, Have insight into Zakat, Infaq, and Alms. Baznas is an Islamic philanthropic institution managing Zakat, infaq, and alms. This means that Baznas employees will later carry out tasks around this matter, so employees must also have the same competence as their duties. Kalimah & Zakiy (2020) stated that this competence is the basic foundation of a person's characteristics which indicates behaving, thinking, equating situations, and supporting for a long time. (Ratulangi, 2016) said that workers with high knowledge do work of high quality. For this reason, human resource management in organizations must maintain the workforce needed to obtain maximum results (Fryczyn`ska, 2020; Zakiy, 2017).

Forth, Have organizational experience in the field of Islamic Social Religion. Organizational experience in the social field is used as a competency to become Baznas employees because the essential thing about Baznas is that Baznas is an Islamic philanthropic institution. This means that if BAZNAS employees have experience organizing in communities or Islamic socio-religious institutions, it is hoped that this will affect the professionalism of these employees when they are already working at BAZNAS. This is because the success of an organization in realizing optimal performance is influenced by the professionalism of employees and the work climate (Ratulangi, 2016).

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These systems and competencies are essential to implement to create quality human resources in the Yogyakarta City Baznas and support the institution's success. This is in line with Zakiy (2019) that the quality of an employee can indicate success in a company. Based on the research that has been done, the Yogyakarta City Baznas has built the best quality for its employees, one of which is marked by the presence of *amil* (employees) at the Yogyakarta City Baznas who can take certification as competent *amil*. This competent *amil* program was made by the central Baznas in the form of training aimed at increasing the professionalism of *amil*. However, so far, the competent *amil* certification at the Yogyakarta City Baznas has only been achieved by the Deputy Head of Field IV (HR) and Senior Staff of Field IV. This training should be needed at the executive level because the executors are at the forefront of serving the people in daily tasks, thus requiring more and better professionalism and ability to work.

Zakiy's research stated that professionalism is crucial to developing employee performance, so Field must be strengthened (Arraj, 2018). This means that the professionalism of an employee (task executor) at Baznas Yogyakarta City is an important matter that must be taken seriously so that later it will support the company's success. In this case, things that can support employee professionalism are formed through competent *amil* training programs. Thereafter, the employees (executors) will become the driving force behind the company's progress. However, other factors become obstacles, so not all employees can follow them. One inhibiting factor is the need for more budget to meet the needs of employees in participating in the competent *amil* program, considering that the budget for carrying out the certification is taken from operational costs. It is hoped that all employees at BAZNAS can experience this kind of training because employee improvement is a continuous thing that must be done to achieve sustainable HR.

The Yogyakarta City Baznas's recruitment process does not only carry out the six stages as before. However, the Yogyakarta City Baznas also has five specific competencies for its prospective employees, including being a volunteer and apprentice at the Yogyakarta City Baznas. He is Muslim, can read the Koran, and has sufficient knowledge in Zakat, infaq, and alms. Having organizational experience in the social and religious fields. These competencies are created to support compliance with the commitments in the ISO agreement regarding how Baznas can sustainably

manage human resources. The first step is to make certain conditions that must be met. Thus, the Yogyakarta City Baznas will prioritize prospective employees with the competencies above, hoping that Baznas will continue to achieve achievements.

Competency requirements in the recruitment process broadly affect the quality of human resources in the Yogyakarta City Baznas. This is reinforced by the presence of *amil* (employees) at Baznas Kota Yogyakarta who can take certification as competent *amil*. This competent *amil* program was made by the central Baznas in the form of training aimed at increasing the professionalism of *amil*. However, so far, the competent *amil* certification at the Yogyakarta City Baznas has only been achieved by the Deputy Head of Field IV (HR) and Senior Staff of Field IV. However, this kind of training should be needed at the executive level because the executors are at the forefront of serving the people in managing their daily tasks, thus requiring more and better technical skills. This is because not all employees can follow it, and the leading cause is an insufficient budget, considering that the budget for carrying out the certification is taken from operational costs. It is hoped that all employees at BAZNAS can experience this kind of training because improvement and enhancement of employees is a continuous thing that must be done to achieve sustainable human resources.

The results of this study succeeded in obtaining several significant findings that could be used as input, evaluation, or consideration to assist policymakers by philanthropic institutions, especially Islamic philanthropic institutions. This study found empirical evidence regarding the recruitment system, including what HR competencies can produce quality HR. This research can also be used as a reference for further research with the same theme, such as recruitment systems, recruitment within companies, etc.

Conclusion

Based on the analysis of the results of interviews with informants, the Yogyakarta City Baznas conducts recruitment in stages under the theory that researchers use in preparing strategies for recruiting, starting from searching for, qualifying, and screening applicants. The recruitment system carried out by the Yogyakarta City Baznas in obtaining quality human resources consists of six stages, ensuring what matters are related to the recruitment process with Perbaznas, analyzing the needs of institutions by each division, designing a budget in the recruitment process,

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determining candidates who Appropriate, by prioritizing people who have worked as apprentices or volunteers at Baznas Yogyakarta City, choosing the proper recruitment method, such as the internal method which is the primary method of recruitment, whether they have been volunteers at Baznas or apprentices and also use a system of departing employees from one field to another horizontally and vertically. The external method is also used in the form of advertisements distributed on social media. Finally, technical matters are carried out in recruitment, from opening letters for prospective applicants to reports that applicants have passed the selection. Furthermore, the Yogyakarta City Baznas also have special competence in recruiting prospective employees, such as having experience as a volunteer and apprentice, Muslim, can recite the Koran, has insight in the fields of Zakat, Infaq, and alms, has experience in organizing in the socio-religious area.

In future research, it is suggested that researchers can analyze and add research themes around recruitment and other themes, such as selection so that the results are more detailed and complex and can also add more research samples to be compared. In addition, the interview procedure for collecting qualitative data in this study was carried out at work, so it was possible that the data obtained could have been maximal. Respondents who were interviewed became less calm and seemed rushed to answer the questions. It is best to interview during office breaks or on the way home from work for future research.

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