

ANALYSIS OF BSI REGIONAL MEDAN BRANCH EMPLOYEE RECRUITMENT STANDARDS IN IMPROVING THE QUALITY OF PRIME SERVICES

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Abstract . This study is motivated by the importance of standardizing employee recruitment to enhance service quality excellence at Bank Syariah Indonesia (BSI) KC Regional Medan. In the context of Islamic banking, human resource competence plays a crucial role in ensuring the alignment between professional skills and Islamic values. The purpose of this research is to identify and prioritize the key criteria and sub-criteria influencing employee selection decisions at BSI through a structured quantitative approach. The research employed the Analytic Network Process (ANP) method, combined with in-depth interviews with the HRD department of BSI KC Regional Medan, to obtain an empirical understanding of competency priorities in the recruitment process. The analysis focuses on five main criteria—work ability, work experience, communication skills, problem-solving ability, and personality—along with their respective sub-criteria. The results revealed that work ability (0.94) emerged as the most dominant criterion, followed by work experience (0.40), communication skills (0.18), problem-solving ability (0.09), and personality (0.04). The highest sub-criteria weights were technical ability (0.13), experience in the same industry (0.13), verbal communication (0.12), problem analysis ability (0.12), and positive personality (0.06). The Consistency Ratio (CR) for most criteria exceeded 0.10, indicating variations in assessment due to the interdependence of evaluation factors. Overall, the findings emphasize that BSI KC Regional Medan prioritizes technical competence and industry experience as the main determinants in employee recruitment, while also highlighting the importance of integrity, effective communication, and Islamic personality values. This study contributes to the development of a competency-based and Islamic values-driven recruitment model that can serve as a reference for other Islamic banking institutions.

Keywords: Recruitment Standardization, Service Excellence, Analytic Network Process, Islamic banking

I. INTRODUCTION

Standardization is procedure important things that need to be done noticed by the candidate workers , because this process become gate beginning entering the world of work . Standardization recruitment set company For ensure suitability between need organization and competence candidate employees . The more large and complex A companies , increasingly strict standards recruitment that must be fulfilled (Hasibuan , 2021).

Recruitment employee is step beginning for company For get source Power competent human being . Consideration in recruitment No only concerning expertise , but also completeness administration , experience , certification , and aspect ethical in accordance applicable standards (Yusuf, 2019) . Therefore that , every company own standard recruitment different in accordance his needs .

Source Power human (HR) holds role main in success company . Although company own modern means , achievements objective still No Possible come true without role active quality human resources . This in line with view (Hasibuan , 2008) that man is element most dominant

management in the “6M” (man, money, material, method, machine, market). (Sugeng , 2002) emphasized human resource quality includes knowledge , skills , and abilities that produce service professional .

In context Islamic banking , the quality of human resources is very important quality service . (Ellyanawati , 2020) in his research about the frontliners of state-owned Islamic banks found that ownership certification competence relate positive with opportunity accepted . Certification ensure power ready work use , reduce cost training and support achievement of service targets . In line with that , (Yusuf, 2019) shows that standard evaluation recruitment at BRI Syariah is based on SOPs which include competence basic , ability special , and experience Work .

Phenomena in the field show that amount graduate of bachelor Islamic banking is increasing from year to years , but only part small absorbed in industry banking , especially Indonesian Islamic banks. This in accordance with research conducted by Fitriyana , B. (2019) with title “ Analysis "The Suitability of the Background of Islamic Banking Alumni of FEBI IAIN Bengkulu to Work in Islamic Banking " that objective study This is know level The absorption of alumni

of Islamic Banking FEBI IAIN Bengkulu in the world of work and the factors reason low absorption graduates in Islamic banking. Using method quantitative ex post facto with convenience sampling technique on 79 respondents . The results show that only 3 alumni are working in accordance in the field of Islamic banking . The main factor mismatch is readiness work , motivation , and limitations chance Work .

Based on interview pre-research with Mrs. Asnita Rahmah as HRD of Bank Syariah Indonesia (BSI) KC Regional Medan, it is known that Since the merger of three Islamic banks (BNI Syariah, BRI Syariah, Mandiri Syariah) in 2021, BSI has not Lots do recruitment open . Position more Lots filled from the internal banks involved in the merger alone , while reception external generally done with system contract with strict standards . However, there are many graduate of banking that did not pass the selection Because No in accordance with standard established competencies , especially related quality knowledge and skills .

Other research also strengthen urgency the role of HR in Islamic banking which Abidin, MZ (2023) in his research with title “ Relevance Competence in Absorption in the World of Work (Study on Graduates) Islamic Banking FEBI IAIN Kediri)” that study This aim know to what extent is competence graduate of Islamic Banking FEBI IAIN Kediri is influential to level absorption in the world of work . Using method quantitative with alumni and user respondents graduates . Research results show that level absorption Still low Because lack of ability in accordance standard performance of Islamic banks. It is recommended that the study program add training and certification profession Islamic banking . Urgency the role of HR in Islamic banking really needs to be paid attention to , this matter This as delivered by (Farhan & Harahap , 2019) emphasizes that excellent service only can achieved with recruitment based competence . (Nugroho & Fitria, 2020) found that standard qualification Islamic bank employees are related direct with satisfaction customers . Meanwhile (Ali & Suryanto , 2021) emphasized the importance of selection models based competence For increase Power competition Islamic banking .

With thus , it can concluded that standardization reception employees are very important quality excellent service provided by Islamic banks. Research This try analyze standard reception employees at BSI KC Regional Medan in improvement excellent service . For that , research This use approach capable analysis identify and map priority factors recruitment , so that the result can become input practical for graduate of banking that will join together with Indonesian Islamic banks in improvement excellent service at Indonesian Islamic banks.

a. Standardization Employee

Standardization is guidelines that become minimum reference in reach harmony , good in quality , quantity , and competency (Ramadan, 2023). In the context of recruitment , standardization functioning For filter candidate employees to suit with need company . Recruitment become part important in management source Power human resources (HR), because determine the quality of human resources that will be support achievement objective organization (Murtie, 2012).

In research (Yusuf, 2019), recruitment at BRI Syariah emphasizes competency functional , core, behavior , and role competency . show that Islamic banks require human resources who are not only professional , but also has character in accordance sharia values .

b. Sharia Bank and BSI Merger

Islamic banks are institution operating finance in accordance sharia principles (Law No. 21 of 2008). The principles covers justice , balance , welfare , and universality (Wahyuni & Ilhamy, 2023).

The merger of three Islamic banks (BNI Syariah, BRI Syariah, Mandiri Syariah) in 2021 to become Bank Syariah Indonesia (BSI) is milestone important in industry national Islamic banking . This merger No only strengthen capital , but also demanding standardization new in human resource management to ensure excellent service remains awake in the middle integration institutional (Asnita , interview) pre-research , 2025).

c. Quality of human resources

The quality of human resources is knowledge , skills , and abilities someone who produces service professional (Sugeng , 2002). In HR, quality influenced by aspects education , experience , and values (Hasibuan , 2021). Good quality human resources become determinant success services in the sector Islamic banking , especially in the post -merger era BSI is facing challenge competition and integration .

d. Excellent Service

Excellent service is effort give service the best that exceeds hope customers . (Barata, 2003) calls it with concept A6: Ability, Attitude, Appearance, Attention, Action, and

Accountability. Meanwhile (Daryanto & Setyabudi , 2004) simplified it in A3 concept :

Attitude, Attention, Action.

In Islamic banking , excellent service plays a role strategic For guard trust customers . Research UIN North Sumatra lecturers also emphasized that good corporate governance has an influence positive to performance Islamic banking , including in dimensions service (Juliansyah , 2022). Therefore that , the implementation standardization employees at BSI KC Regional Medan become important as a strategy for increase quality excellent service that is oriented towards satisfaction and sustainability (service excellence).

Based on theory and research Previously , the indicators used in study This includes :

1. Criteria reception employees (Armstrong, 2006).
2. Determination criteria recruitment in accordance need company (Gatewood & Feild , 2001).
3. Sub- criteria competencies , including ability technical , administrative , and sharia (Taylor, 2010; (Yusuf, 2019)).
4. Assessment of abilities and competencies covering interviews and experience work ((Dipboye , 2010); (Rahayu, 2020)).
5. Challenges in the recruitment process , including labor market limitations work and suitability graduates ((Breugh & Starke, 2000); Asnita , interview pre-research , 2023).
6. Harmony criteria with need companies , in particular in the demanding context of the BSI merger efficiency

and quality of human resources ((Cascio, 2013); (Wahyuni & Ilhamy, 2023)).

II. RESEARCH METHODS

Study This use mixed methods approach with domination quantitative , namely blend analysis numeric based Analytic Network Process (ANP) method with interview deep as qualitative data supporters . Approach This chosen Because capable give greater understanding comprehensive to the decision-making process complex decisions , as well explain the reason behind results calculation priority from every criteria and sub- criteria in recruitment employees ((Creswell, 2014); (Saaty & Vargas, 2013)).

Approach quantitative used For measure weight priority between criteria and sub- criteria reception employees , while approach qualitative used For delve into HRD considerations and policies in determine standard recruitment at BSI KC Regional Medan.

Research Design

Research design This is descriptive quantitative with support analysis qualitative , which aims For analyze standard reception employee as well as the relationship with improvement quality excellent service .

The ANP method is used For determine priority criteria and sub- criteria based on results questionnaire comparison in pairs , while interview deep done For explain and strengthen results analysis quantitative .

Research Location and Sample

Study conducted at Bank Syariah Indonesia (BSI) Medan Regional Branch Office.

Subject study is the HRD party in charge answer direct regarding the recruitment and assessment process competence employee . Determination technique respondents done with purposive sampling, namely choose the resource person who is considered to best understand the selection and standardization process employee .

Data collection technique

Data in study This obtained in two ways main :

1. ANP Questionnaire — in the form of sheet comparison pairwise comparison between criteria and sub- criteria use Saaty scale (1–9).
2. Interview In-depth — done with HRD BSI for get information qualitative related base determination criteria recruitment , stages selection and challenges in reception employee .

Data Analysis Techniques

Data analyzed with ANP method uses Super Decisions software assistance . Stages analysis includes :

1. Analysis Quantitative (ANP)
 - a. Identification criteria and sub- criteria based on theory and results studies previous .
 - b. Network model preparation in Super Decisions v21 software.
 - c. Input results questionnaire to in matrix comparison in pairs .
 - d. Calculation weight priority between criteria and sub- criteria .

- e. Displaying graph values Priority between criteria and sub- criteria
 - f. Consistency Ratio (CR) test for evaluate consistency results comparison .
 - g. Display interpretation ANP results (Analytical conclusions)
2. Analysis Qualitative Descriptive
 - a. Reduction of data results HRD interview with grouping theme main (criteria , process, challenges , and adjustments).
 - b. Presentation of data in a narrative For support results quantitative.

III. RESULTS AND DISCUSSION

Analysis beginning Analytic Network Process (ANP) method was carried out with make six matrix comparison in pairs For every group criteria and subcriteria . Matrix This describe level interest relatively between element based on perception respondents (HRD BSI KC Regional Medan).

Rating scale follow Saaty scale (1–9), where a value of 1. indicates two elements The same importance , and a value of 9 indicates One element Far more important compared to others.

Following explanation results For every table comparisons that have been made input to in Super Decisions v21:

1. Comparison Table Main Criteria and Sub- Criteria Standardization Reception BSI KC Regional Medan Employees Under Improvement Quality Excellent service

a. Matrix Main Criteria

Main Criteria	Ability Work	Ability Communication	Problem-Solving Ability	Personality	Experience Work
Ability Work	1.00	8.00	8.00	9.00	7.00
Ability Communication	0.12	1.00	6.00	6.00	0.20
Problem-Solving Ability	0.12	0.17	1.00	6.00	0.14
Personality	0.11	0.17	0.17	1.00	0.17
Experience Work	0.14	5.00	7.00	6.00	1.00

Comparison results between criteria main show that ability Work become the most dominant factor with mark highest average comparison to all over other criteria . Compared with ability communication (8.00), problem solving (8.00), personality (9.00), and experience work (7.00), ability Work viewed as the most determining aspect in reception employee . Ratio value turn around show that ability communication (0.12), problem solving (0.12), and personality (0.11) are in the lowest position more low .

Findings This in line with results HRD interview with BSI KC Regional Medan which stated that candidate employees who master competence technical and analytical will more easy adapt with system digital work and procedures operational Islamic banking . Meanwhile that aspect experience work (0.14) and personality (0.11) remain the same considered as complement For evaluate readiness work and ethics professional candidate employee .

b. Matrix Ability Work

Inconsistency	Ability Analytical	Ability Creative	Technical Skills
Ability Analytical	1.00	7.00	0.13
Ability Creative	0.14	1.00	0.11
Technical Skills	8.00	9.00	1.00

Matrix results ability Work show that ability technical own highest dominance with mark comparison to ability analytical of (8.00) and against ability creative of (9.00). On the other hand, the ability analytical own mark comparison (0.14) to ability creative, whereas ability creative to ability technical only (0.11).

Findings This show that BSI HRD assesses mastery skills technical (0.13) as condition main in implementation assignment. In the interview, HRD emphasized that candidate understanding employees digital banking applications, systems Islamic finance, as well as procedure operational will more fast adapt self. Ability analytical (1.00) is considered important For support taking decision, whereas ability creative (0.14) becomes mark plus in innovation Work.

c. Matrix experience Work

Inconsistency	work at the same company	work in the same position	Work the same industry
Experience work at the same company	1.00	0.14	0.14
Experience work in the same position	7.00	1.00	0.13
Experience Work the same industry	7.00	8.00	1.00

Comparison results experience Work show that experience work in the same industry get weight highest with mark comparison (7.00) to experience in the same position, as well as (7.00) against experience in the same company. Comparative value turn around show that experience in the same position (0.14) and in the same company (0.14) has weight more low.

This matter in accordance with HRD interview stating that candidate employee with experience in the industry similar Islamic banking own ability adaptation more Good to systems and culture BSI's work. With Thus, HRD is more prioritize similarities background industry compared to similarities position Work solely.

d. Communication skills matrix

Inconsistency	Ability communication oral	Ability written communication	Ability presentation
Ability communication oral	1.00	7.00	7.00
Ability written communication	0.14	1.00	7.00
Ability presentation	0.14	0.14	1.00

Matrix results ability communication show that communication oral become priority highest with mark comparison (7.00) to ability written communication and (7.00) towards ability presentation. On the other hand, the ability written communication has mark comparison (0.14) to ability oral and ability presentation.

This matter show that BSI HRD assesses communication oral as aspect the main determining factor success work, especially for demanding position interaction direct with customers. From the results interview, HRD explains that employee must capable speak polite, convincing, and persuasive in accordance values service Islamic. Ability written communication and presentation considered as relevant supporters For needs reporting and education customers.

e. Problem solving ability matrix

Inconsistency	Ability analysis problem	Ability implementation solution	Ability look for solution
Ability analysis problem	1.00	7.00	7.00
Ability implementation solution	0.14	1.00	0.14
Ability look for solution	0.14	7.00	1.00

Based on results comparison, ability analysis problem occupy position highest with value (7.00) compared ability implementation solution (0.14) and capability look for solution (0.14). The value confirm that HRD prioritizes candidate employee capable identify root problem before take action settlement.

Interview results strengthen matter this, where HRD assesses that ability analytical help employee understand context problem Work in a way comprehensive. Meanwhile ability look for solutions and implementation solution still considered important in execution decision, but his role nature operational.

f. Personality Ability Matrix

Inconsistency	Ability Work The same team	Ability manage stress	Positive personality
Ability Work The same team	1.00	8.00	0.12
Ability manage stress	0.12	1.00	0.12
Positive personality	8.00	8.00	1.00

On the matrix personality, personality positive become the most prominent factor with mark comparison (8.00) to ability Work same and (8.00) against ability manage stress. The

opposite value show ability manage stress (0.12) and work same (0.12) more low compared to personality positive .

The results of the BSI HRD interview support findings This with state that personality that reflects morals good , integrity , and discipline become base main evaluation candidate employees . Abilities Work equally appreciated Because support collaboration team , while ability manage stress important in face pressure Work banking .

2. Priority Value Table Main Criteria and Sub- Criteria Standardization Reception BSI KC Regional Medan Employees Under Improvement Quality Excellent service

a. Priority Values of Main Criteria

Main Criteria	Weight Priority	Ranking
Ability Work	0.09	1
Experience Work	0.04	2
Ability Communication	0.02	3
Problem-Solving Ability	0.01	4
Personality	0.00	5

Bar chart First describe results five criteria priority the main thing that becomes base in the acceptance process employees at BSI KC Regional Medan. Based on results data processing using Analytic Network Process (ANP) method , obtained weight priority as following : Ability Work (0.09), Experience Work (0.04), Ability Communication (0.02), Problem-Solving Ability (0.01), and Personality (0.00).

This result show that Ability Work become criteria with weight highest , affirmed that BSI HRD assesses competence Work as the most important factor in the recruitment process . This is consistent with results interview stating that ability the work in question covering mastery technical , digital literacy , and professionalism in operate task Islamic banking .

HRD also explained that candidate employee expected capable face system digital banking and understanding sharia principles , because BSI is in the middle of going to position as the largest Islamic digital bank in Indonesia. With Thus , the ability Work viewed as foundation the main determining factor readiness and effectiveness candidate employee .

b. Priority Value of Sub -Criteria Work Ability

Sub- Criteria Work Ability	Weight Priority	Ranking
Technical Skills	0.13	1
Ability Analytical	0.03	2
Ability Creative	0.01	3

Priority values show that ability technical get weight highest of 0.13, followed by ability analytical 0.03, and ability creative 0.01. HRD BSI confirmed that ability technical become base main Because support implementation tasks operational like management transactions , systems

technology digital banking , and understanding sharia products . Meanwhile that , ability analytical used For read trend and finish problem work , while ability creative become mark plus for candidate capable employees innovate in service .

c. Priority Values Experience Work

Sub- Criteria Work experience	Weight Priority	Ranking
Experience Work the same industry	0.13	1
Experience work in the same position	0.03	2
Experience work at the same company	0.01	3

Priority results show that experience work in the same industry occupy position First with weight 0.13, followed by experience work in the same position 0.03 , and experience in the same company 0.01 . This indicates that HRD is more consider candidate employees who have background behind industry similar so that it can direct adapt self with system BSI's work . From the results interview , HRD added that understanding to sharia industry makes it easier candidate employee understand regulations and ethics Sharia business implemented by BSI.

d. Priority Values Ability Communication

Sub- Criteria Communication Skills	Weight Priority	Ranking
Ability communication oral	0.12	1
Ability written communication	0.03	2
Ability presentation	0.01	3

In the sub- criteria this , ability communication oral get weight highest of 0.12, followed by ability written communication 0.03, and ability presentation 0.01. Findings This in line with HRD interview which mentions that ability speak direct and interactive with customers is competence must for all over BSI employees , especially for frontliners and tellers. Ability written communication support documentation and preparation report , meanwhile ability presentation required in activity socialization and education product Islamic banking .

e. Priority Values Problem Solving Ability

Sub- Criteria Problem-Solving Ability	Weight Priority	Ranking
Ability analysis problem	0.12	1
Ability look for solution	0.03	2
Ability implementation solution	0.01	3

Priority values show that ability analysis problem own weight highest 0.12, followed by ability look for solution 0.03, and implementation solution 0.01. This result strengthen findings HRD interview stating that employee expected

capable think systematic , rational , and analytical before determine step completion . Ability strong analysis considered as characteristics competence main in face problem operations in the sector Islamic banking .

f. Priority Values Ability Personality

Sub- Criteria Ability Personality	Weight Priority	Ranking
Positive personality	0.06	1
Ability Work The same team	0.02	2
Ability manage stress	0.00	3

The results show that personality positive occupy ranking First with weight 0.06, followed by ability Work same 0.02, and the ability manage stress 0.00. In the interview , HRD confirmed that personality that reflects integrity , ethics work , and Islamic spiritual values are foundation in build culture Work professional at BSI. Ability Work The same support coordination across work units , whereas ability manage stress important For guard stability emotion in face work target pressure .

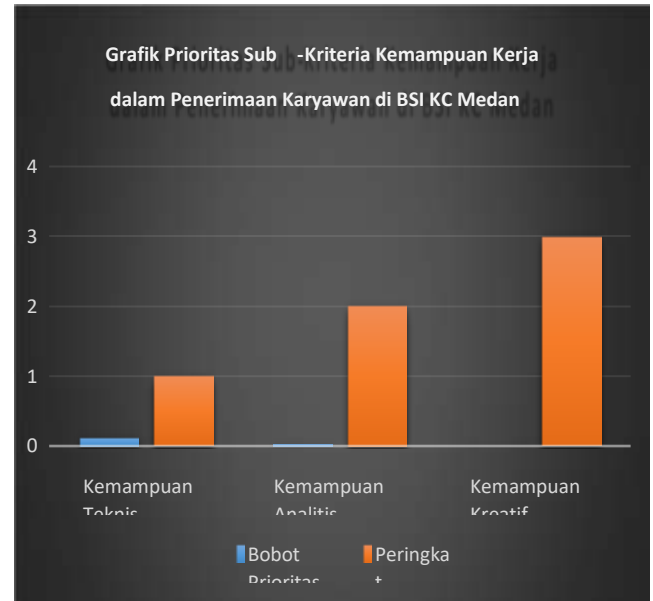
3. Priority Value Bar Chart Main Criteria and Sub-Criteria Standardization Reception BSI KC Regional Medan Employees Under Improvement Quality Excellent service

a. Priority Value Graph Main Criteria



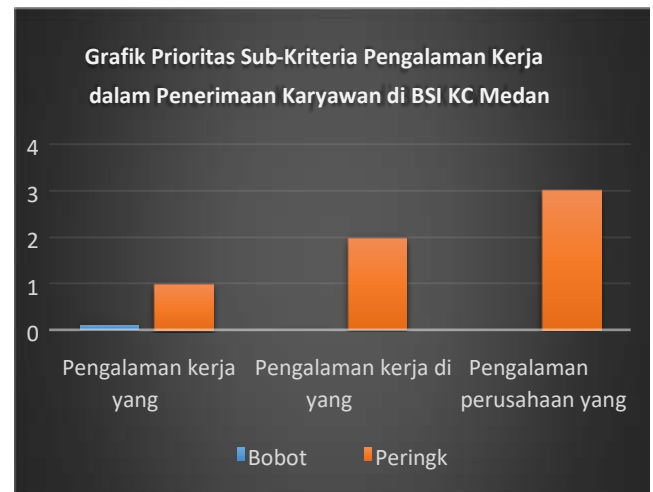
Bar chart First show results five criteria priority main in the process of standardization reception employees at BSI KC Regional Medan. Based on results Super Decisions v21 processing , obtained weight priority as following : Ability Work (0.09), Experience Work (0.04), Ability Communication (0.02), Problem-Solving Ability (0.01), and Personality (0.00). The highest score is on Problem-Solving Ability (0.01), and Personality (0.00). Work show that BSI HRD assesses competence technical and professional as indicator main in the recruitment process . The results of the HRD interview also strengthen findings this , where it is mentioned that ability technical and digital banking mastery becomes focus BSI's main post- merger, especially For support transformation towards modern Islamic banking.

b. Sub- Criteria Priority Value Graph Work Ability



Second diagram display three sub- criteria from the Ability cluster Work with weight priority : Technical Ability (0.13), Ability Analytical (0.03), and Ability Creative (0.01). From the diagram it can be seen that Ability Technical has mark highest , affirmed that BSI HRD is more prioritize candidate employees who master skills operational Islamic banking , such as administration finance , digital banking technology , and understanding sharia products .

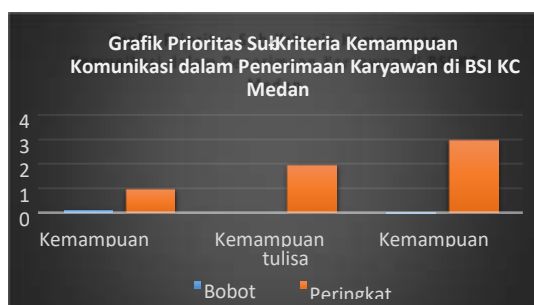
c. Priority Value Graph Priority experience Work



The third diagram describe results weight priority sub-criteria Experience Work , namely :

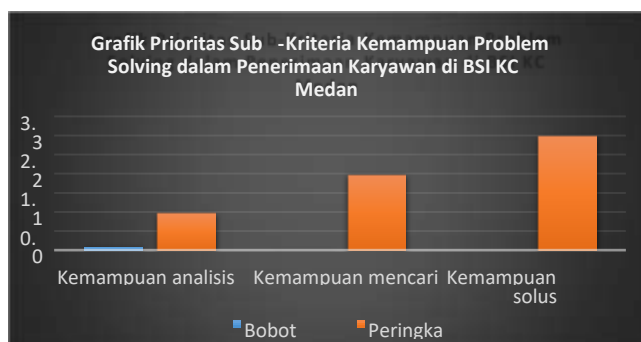
Experience in the Same Industry (0.13), Experience in the Same Position (0.03), and Experience in the Same Company (0.01) . highest on Experience in the Same Industry indicates that BSI HRD is more prioritize candidates who have background behind in industry Islamic banking . Experience the considered speed up adaptation Work Because candidate has understand sharia principles , system operational and cultural Work banking.

d. Priority Value Graph Ability Communication



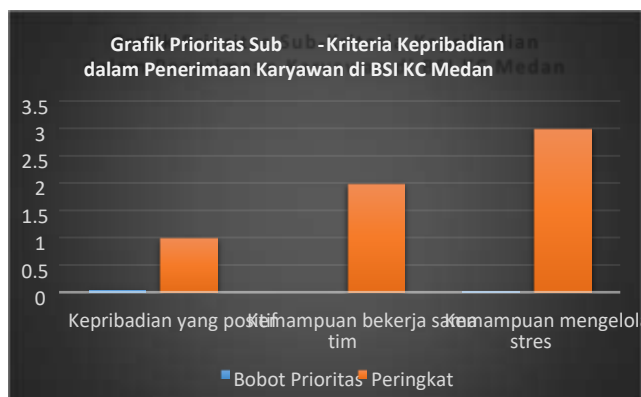
The fourth diagram show weight priority three sub- criteria ability communication , namely : Oral Communication (0.12), Written Communication (0.03), and Ability Presentation (0.01). The highest score in Oral Communication shows that BSI HRD considers skills speak in a way effective to customers and colleagues Work is vital competencies in create excellent service .

e. Priority Value Graph Problem Solving Ability



The fifth diagram show results weight priority on three sub- criteria ability problem solving , namely : Ability Analysis Problem (0.12), Ability Finding Solutions (0.03), and Ability Solution Implementation (0.01). From the diagram it can be seen that Ability Analysis Problem own highest weight . BSI HRD assesses that ability candidate employee in understand root problem is step first thing is important before determine solution .

f. Priority Value Graph Ability Personality



The sixth diagram display weight priority for sub- criteria Personality , namely : Personality Positive (0.06), Ability

Cooperation (0.02), and Stress Management Ability (0.00). The results show that Personality Positive get weight highest , indicating that integrity , ethics work and attitude professional is factor main thing that HRD pays attention to .

Standardization Consistency Ratio Value Reception BSI KC Regional Medan Employees Under Improvement Quality Excellent service

Consistency Ratio (CR) is used For measure consistency logical in filling matrix

comparison paired . A CR value ≤ 0.10 indicates consistent results , whereas value > 0.10 indicates existence inconsistency in evaluation respondents .

Based on results from Super Decisions v21, obtained CR results as following :

Cluster	CR Value	Information
Main Criteria	0.27	Inconsistent
Ability Work	0.36	Inconsistent
Experience Work	0.48	Inconsistent
Ability Communication	0.41	Inconsistent
Problem-Solving Ability	0.41	Inconsistent
Ability Personality	0.48	Inconsistent

The Consistency Ratio (CR) value is used For measure how far is the consistency logical from evaluation respondents in do comparison in pairs between criteria and sub- criteria . In the Analytic Network Process (ANP) method , the results analysis it is said consistent if CR value ≤ 0.10 . If CR value exceeds 0.10, meaning there is inconsistency in perception or evaluation respondents to the elements being compared .

The Consistency Ratio (CR) value displayed in the Global Consistency Ratio Table is obtained in a way direct from results processing using Super Decisions software version 21, based on the Analytic Network Process (ANP) network model that has been built . Every CR value in each cluster is calculated automatically by the system after all over comparison pairwise comparison completed done , well For criteria main and sub- criteria . Therefore that , the numbers listed in table reflect level consistency logical from preference respondents (HRD BSI KC Regional Medan) regarding all over elements being assessed .

Based on results data processing through Super Decisions software, obtained CR value in each cluster as following : Main Criteria of 0.27, Ability Work 0.36, Experience Work 0.48, Ability Communication 0.41, Problem-Solving Ability 0.41, and Personality 0.48. All the CR value be on top threshold of 0.10, which means results HRD assessment shows level low consistency .

Condition This reasonable considering the assessment process done by one respondents (HRD) who assessed Lots criteria at once . Every aspect own dimensions different assessments , starting from from ability technical , experience work , until personality , so that potential variation evaluation become high . In addition , based on results interview , HRD explains that in practice recruitment at BSI KC Regional Medan, every criteria own weight assessment that is not always balanced Because adapt with need position and

condition operational branch . This is participate influence consistency results weighting between criteria .

Values the show that Still there is level inconsistency in evaluation respondents , because part big CR value exceeds threshold of 0.10 as determined by (Saaty, 2001). However , the conditions This can accepted remember study only involving One respondents key , namely HRD party that has perception subjective to importance every criteria . In the context study social and managerial like In this case , CR values above 0.10 are not necessarily signify data errors , but rather show variation cognitive and subjectivity taker decision single , as explained by (Ishizaka & Labib, 2011).

Although CR results show inconsistency in a way mathematical , results This still own meaning strong empirical Because describe perception realistic from HRD regarding complexity standard recruitment at BSI. With Thus , the ANP results remain can made into base interpretation For understand factors dominant influencing quality recruitment and excellent service at BSI KC Regional Medan.

5. Interpretation of Results

Based on results analysis with Analytic Network Process (ANP) approach using device Super Decisions software , obtained description comprehensive about priority and consistency between criteria in the recruitment process employees at BSI KC Regional Medan.

Research result show that Ability Work become factor with weight priority highest of 0.94, followed by Experience Work (0.40), Ability Communication (0.18),

Ability (0.09), and Personality (0.04). Findings This indicates that BSI HRD places aspect competence professional and technical as component main in evaluation candidate employees . From the sub- criteria side , the results analysis show that each cluster has focus different evaluations .

- 1) In Work Ability , sub- criteria Technical Ability (0.13) ranks position highest , indicating that HRD is more emphasize on skills technical and mastery system Work digital- based .
- 2) In Work Experience , aspect experience in the same industry (0.13) becomes priority main , reflect importance understanding candidate employee towards culture and practice Work sector Islamic banking .
- 3) In Communication Skills , communication oral (0.12) occupies order highest , showing importance interpersonal skills in excellent service to customers .
- 4) For Problem-Solving, analytical skills problem (0.12) becomes indicator key that shows HRD assessment of ability think critical .
- 5) Meanwhile, in Personality , personality positive (0.06) is considered the most dominant , describing importance attitude professional , polite and appropriate work sharia principles .

If associated with results interview , BSI HRD confirmed that criteria and sub - criteria used in the recruitment process No only consider aspect technical , but also suitability Islamic values , integrity personal , as well as readiness adapt with system digital banking that is currently developed . HRD also explained that challenge main in the recruitment process is limitations qualified candidates combination the ideal criteria ,

especially in matter mastery technology and understanding sharia principles . Therefore that , focus evaluation more emphasis on core competencies such as ability work and experience relevant .

From the results of the Consistency Ratio (CR), it is known that that part big The CR value for each cluster is still above the recommended consistency limit ($CR \leq 0.10$). The highest CR value found in Experience Work (0.48) and Ability Personality (0.48), whereas mark lowest found in the Main Criteria (0.27).

This matter show that even though HRD provides logical assessment , still there is variation in perception between criteria being compared . Conditions This can due to complexity factors that must be considered by HRD in evaluate candidate employees , especially when criteria technical and non-technical each other intersecting .

In a way empirical , although CR results show level inconsistency , this data still own validity substantive . The inconsistencies that arise describe existence complexity evaluation multidimensional issues faced by HRD in practice modern recruitment in the sector sharia banking . In context research , results This confirm that BSI HRD assesses every candidate employee through comprehensive approach — balancing ability professional , experience work , ability communication , problem-solving, and personality in accordance sharia values .

With Thus , the ANP results are overall can concluded that :

- 1) Ability Work technical and experience industry is the most dominant factor that determines quality candidate employees at BSI KC Regional Medan.
- 2) Interpersonal and personality criteria still become supporters important in guard excellent service and integrity Work .
- 3) Although there is level inconsistencies in some clusters, results permanent HR assessment reflect pattern realistic , contextual , and based recruitment need organization .

Findings This strengthen view that effectiveness recruitment in Islamic banking is not only depends on formal procedures , but also on internal HR capabilities balance between aspect competence technical and spiritual values of Islam, as emphasized in results interview . With Thus , the results study This No only describe weight numeric , but also validate approach selection based value (value-based selection) that becomes characteristics typical system Bank Syariah Indonesia recruitment .

IV. CONCLUSION

Based on results analysis use combined Analytic Network Process (ANP) method with interview deep together HRD BSI KC Regional Medan, can concluded that the recruitment process employee dominated by factors ability Work with weight highest of 0.94, followed by experience work (0.40), ability communication (0.18), problem-solving ability (0.09), and personality (0.04). The results show that BSI HRD places competence technical and experience industry as base main in determine eligibility candidate employees . Findings This in line with results interview , where HRD stated that ability

work that includes mastery digital banking system , understanding sharia principles , as well as professionalism become indicator main in recruitment . Temporary that , the result ratio consistency (CR) shows part big mark still above the tolerance limit (0.10), such as CR Ability Work (0.36), Experience Work (0.48), and Main Criteria (0.27). This signify existence variation evaluation between factor consequence complexity mutually exclusive criteria influence . However , in some aspect like Ability Communication (0.41), Problem-Solving (0.41), and Personality (0.48), results assessed Enough consistent and still can accepted For need analysis empirical . In a way overall , results This show that the recruitment process at BSI KC Regional Medan is multi-dimensional and contextual , with balance between competence technical , experience industry , and value understanding of sharia. This means that success selection employees at BSI do not only measured from ability professional , but also from suitability spiritual and ethical values Islamic work that becomes foundation system Islamic banking.

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